

Investor presentation, July 2020

Becoming the leader in intelligent cargo handling

Why invest in Cargotec?



♥ Our target:
To become the leader in intelligent cargo handling

Every 4th container in the WORLD is moved by Kalmar solution

♥ Several favorable megatrends support our growth prospects

- DIGITALISATION
- GLOBALISATION
- TRADE GROWTH
- URBANISATION
- GROWING MIDDLE CLASS

CONTAINER TRAFFIC
PORT AUTOMATION

MARKET POSITION
#1, #2
IN MAJOR SEGMENTS

CONSTRUCTION ACTIVITY

MARKET POSITION
#1, #2
IN MAJOR SEGMENTS

SHIP BUILDING

MARKET POSITION
#1, #2
IN MAJOR SEGMENTS

Every other ship in the WORLD has MacGregor equipment on board

♥♥ We have strong brands and a loyal global customer base



● Transformation from equipment provider into a leader in intelligent cargo handling



● Unique position to benefit from the growth prospects in port automation and software



Currently, only 40 of the world's 1200 terminals are automated or semi-automated. Port automation increases energy and cost efficiency as well as employee safety.

● Growing services and software business increase stability of our business

€ Financial targets

- Grow faster than the market
- Increase service and software sales to 40% of net sales, min. EUR 1.5 billion in 3-5 years
- Target 10% operating profit and 15% ROCE in 3-5 years
- Target gearing <50% and increasing dividend in the range of 30-50% of EPS, to be paid twice a year

Content

1. Cargotec in brief
2. Investment highlights
3. Kalmar
4. Hiab
5. MacGregor
6. Recent progress
7. Appendix



Cargotec in brief



Strong global player with well-balanced business

Sales:
EUR 3,683 million
EBIT: 7.2%

Kalmar

Sales: **EUR 1,723 million**
 EBIT: **9.4%** (EUR 161.8 million)

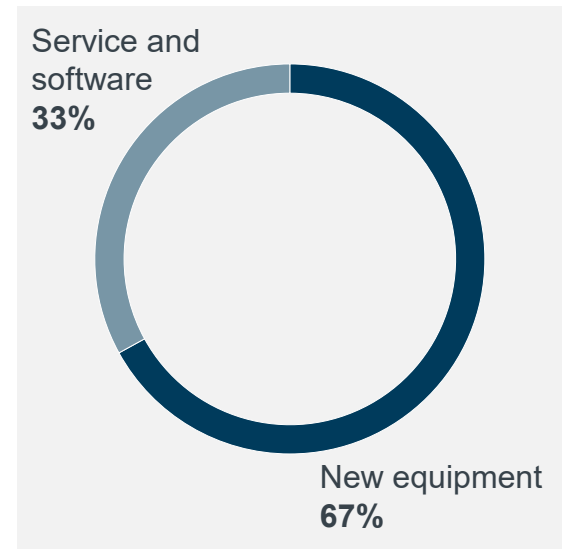
Hiab

Sales: **EUR 1,350 million**
 EBIT: **12.6%** (EUR 170.2 million)

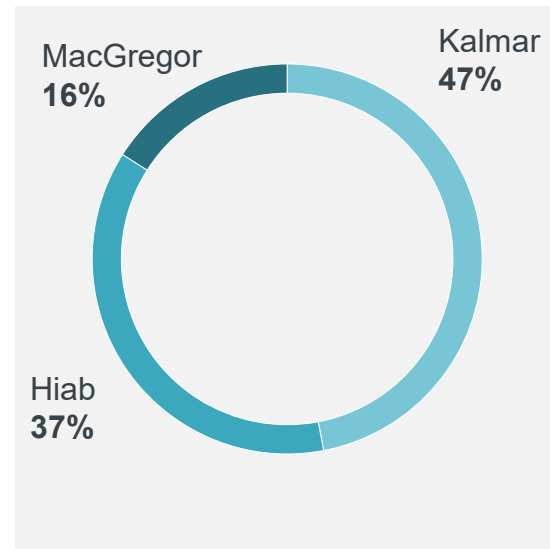
MacGregor

Sales: **EUR 611 million**
 EBIT: **-4.6%** (EUR -28.2 million)

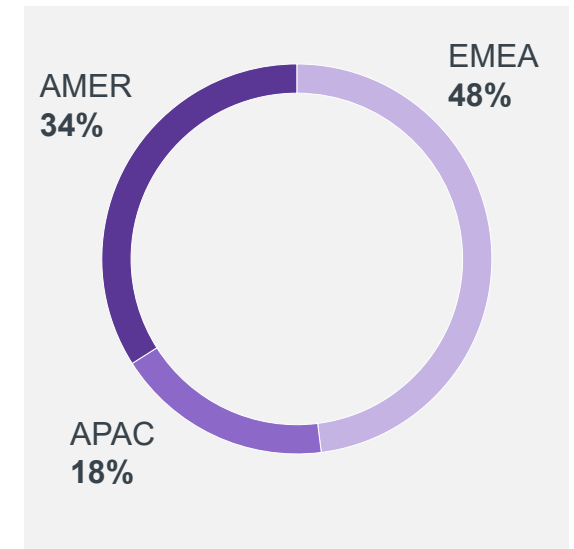
Sales split: new equipment vs service and software



Sales by business areas



Sales by geographical area



Strengths we are building upon

Leading market positions
in all segments

Strong brands

Loyal customers

Leading in technology

Key competitors

Cargotec is a leading player in all of its business areas

Global main competitors



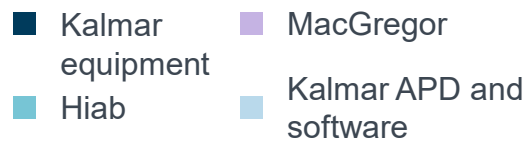
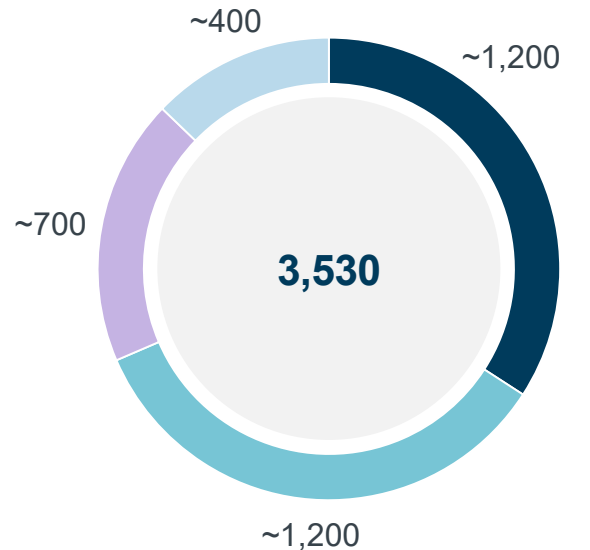
Other competitors



Currently two businesses performing well

Net sales Q2/2020, LTM*

EUR million **



	Trend in orders, LTM	Profitability: comparable EBIT margin, LTM
Kalmar software (Navis) and Automation and Projects division	→	Low profitability
MacGregor	9%	-4.1%
Hiab	4%	11.5%
Kalmar equipment and service (excluding Automation and Projects Division & Navis)	→	Low double digit

* LTM = Last 12 months

** Figures rounded to closest 100 million

Investment highlights



Investment highlights: Why invest in Cargotec?

1. Technology leader and strong market positions, leading brands in markets with long term growth potential
2. Our vision is to become the global leader in intelligent cargo handling
3. Growing service & software business and asset-light business model are increasing stability
4. Capitalising global opportunities for future automation and software growth
5. On track for profitability improvement and to reach financial targets



1. Technology leader and strong market positions, leading brands in markets with long term growth potential

Global megatrends

- Globalisation and trade growth
- Urbanisation
- Growing middle class

Growth drivers

- Container throughput growth
- Construction activity
- Automation
- Digitalisation

Competitive advantages

- Strong brands
- Full automation offering
- Technology leadership

Market position

- #1 or #2 in all major segments

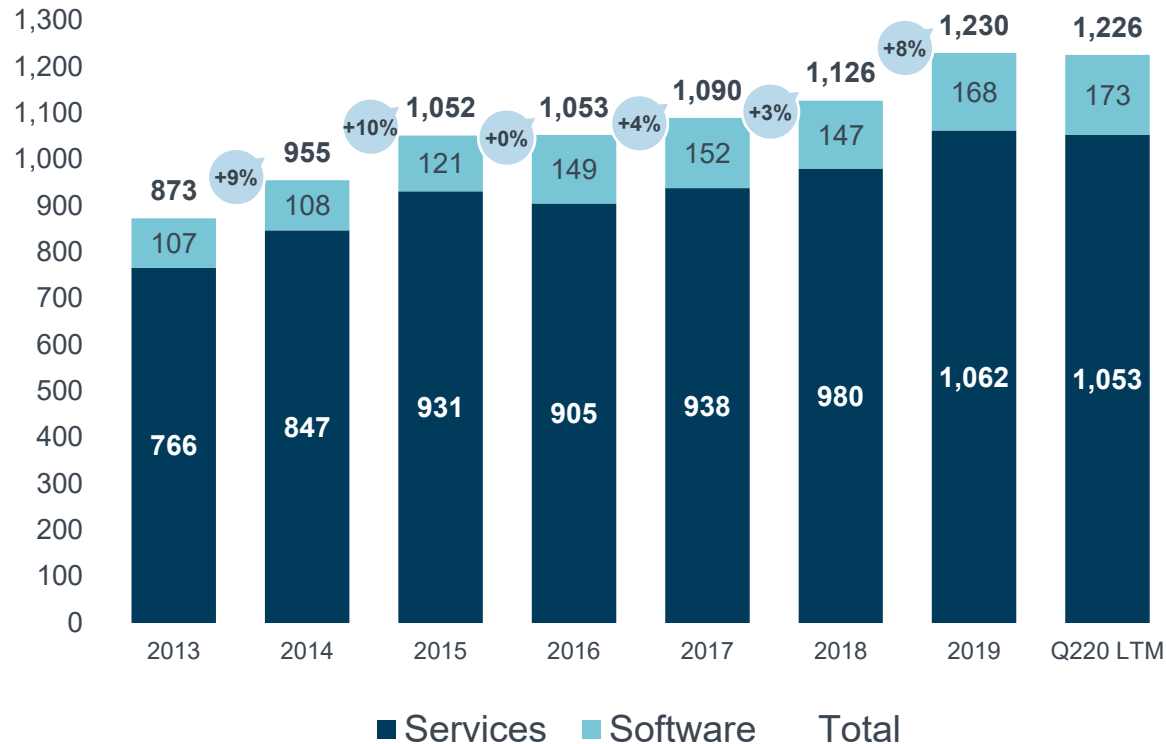
2. Our vision is to become the global leader in intelligent cargo handling

VISION	GLOBAL LEADER IN INTELLIGENT CARGO HANDLING	
MUST-WIN BATTLES	WIN THROUGH CUSTOMER CENTRICITY We help our customers achieve their goals by aligning our offering and way of working to serve them better.	ACCELERATE DIGITALISATION We build and expand our digital solutions to offer a great customer experience and more efficient business processes.
	ADVANCE IN SERVICES We extend our offering towards intelligent solutions that enable us to serve our customers wide across their lifecycle.	PRODUCTIVITY FOR GROWTH We focus on activities that add value and benefit our customers and us by developing our business operations and common platforms.

3. Growing service & software business and asset-light business model are increasing stability

Service and software* sales

MEUR



Asset-light business model with a flexible cost structure

- Kalmar and Hiab: efficient assembly operation
- MacGregor: efficient project management and engineering office: > 90% of manufacturing and 30% of design and engineering capacity outsourced
- No in-house component manufacturing

Next steps to increase service and software sales:

- Improve service offering through digital solutions
- Build on Navis position as industry leader
- Increase spare parts capture rates
- Boost service contract attachment rates

4. Capitalising global opportunities for future automation and software growth

Industry trends support growth in port automation:

- Only 40 terminals (out of 1,200 terminals) are automated or semi-automated currently globally
- Ships are becoming bigger and the peak loads have become an issue
- Increasing focus on safety
- Customers require decreasing energy usage and zero emission ports
- Optimum efficiency, space utilization and reduction of costs are increasingly important
- Shortage and cost of trained and skilled labour pushes terminals to automation

Significant possibility in port software:

- Container value chain is very inefficient: total value of waste and inefficiency estimated at ~EUR 17bn
- Over 50% of port software market is in-house, in long term internal solutions not competitive
- Navis has leading position in port ERP

Customers consider their automation decisions carefully

- Shipping line consolidation
- Utilisation rates of the existing equipment base
- Container throughput volumes
- Efficiency of the automation solutions

Automation creates significant cost savings*

Labour costs	60% less labour costs
Total costs	24% less costs
Profit increase	125%



* Change when manual terminal converted into an automated operation

5. Clear plan for profitability improvement and to reach financial targets

Growth

Target to grow faster than market

- Megatrends and strong market position supporting organic growth
- M&A potential

Service and software

Targeting service and software sales 40% of net sales, minimum EUR 1.5 billion in 3-5 years*

Balance sheet and dividend

Target gearing < 50% and increasing dividend in the range of 30-50% of EPS, dividend paid twice a year

Profitability

Target 10% operating profit and 15% ROCE in 3-5 years*

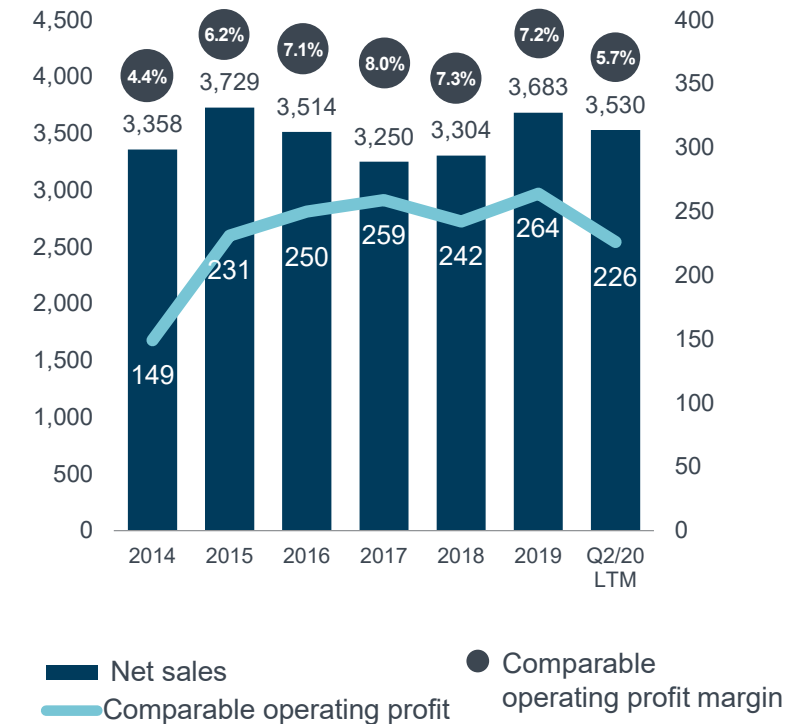
Higher service and software sales key driver for profitability improvement

Cost savings actions:

- 2020 EUR 30 million (indirect purchasing and new Business Services operations)

Product re-design and improved project management

Sales and comparable operating profit development



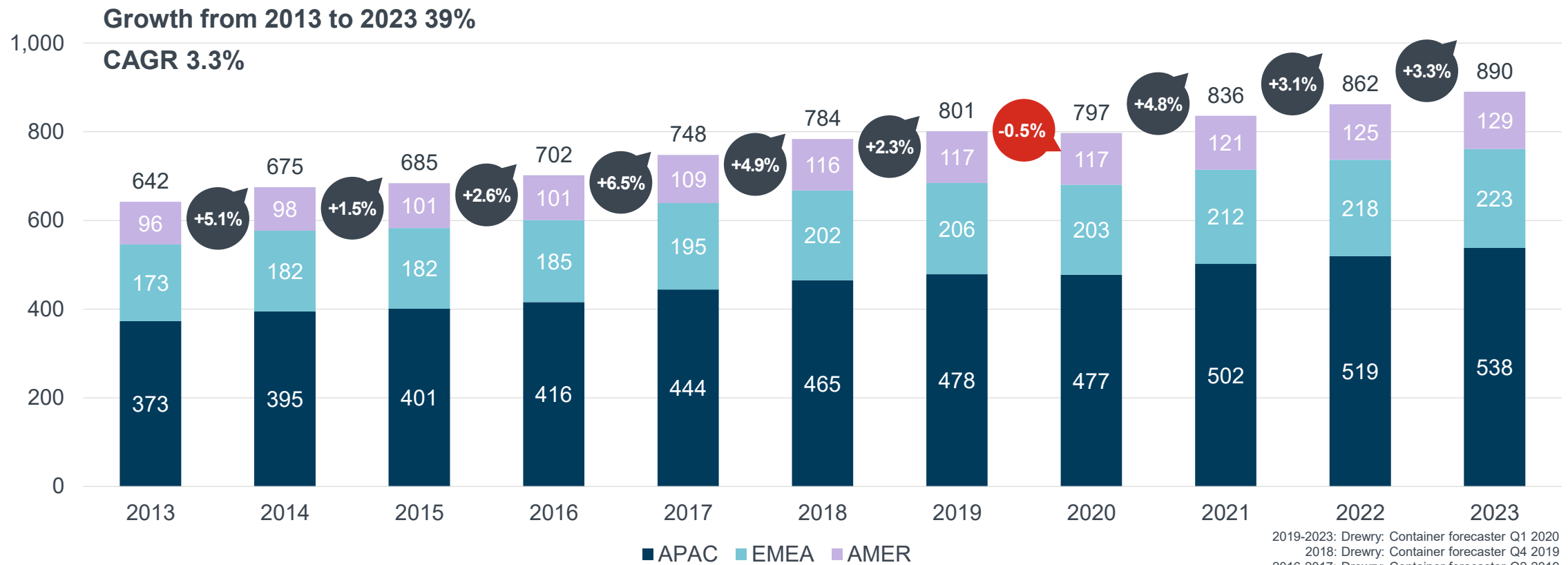
*Target announced in September 2017

Kalmar



Container throughput to be impacted by COVID-19 situation but forecasted to recover

TEU million

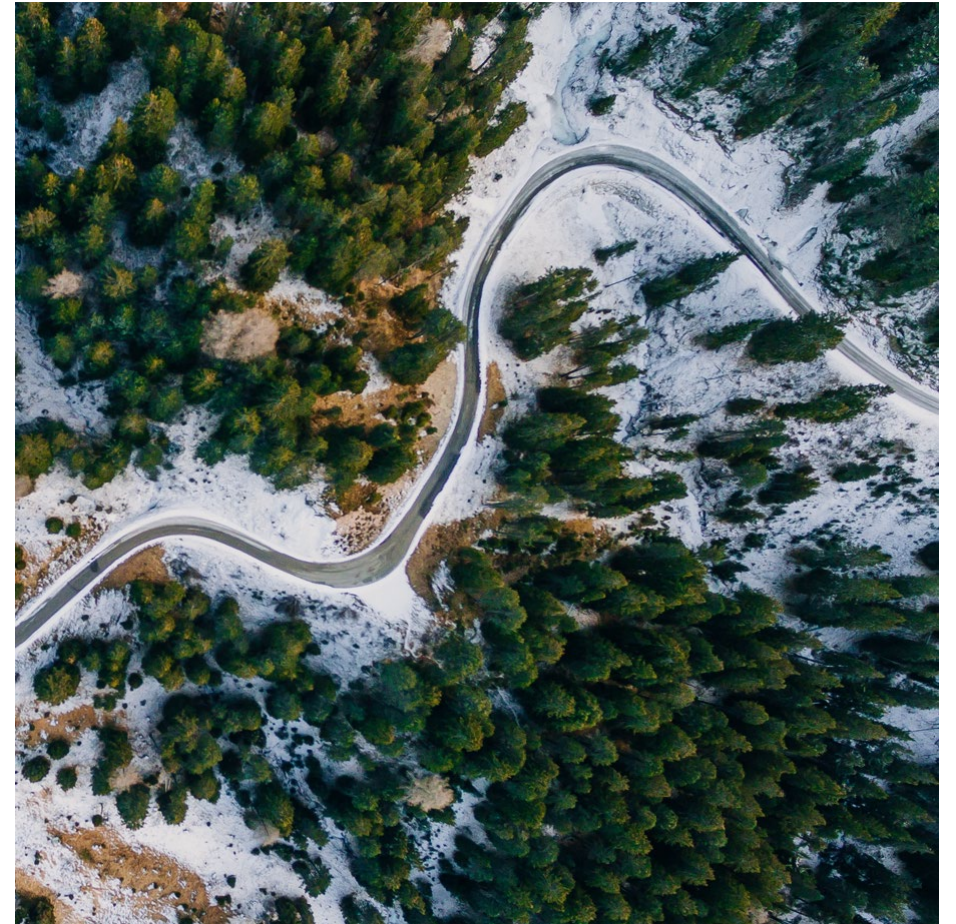


2019-2023: Drewry: Container forecaster Q1 2020
 2018: Drewry: Container forecaster Q4 2019
 2016-2017: Drewry: Container forecaster Q2 2019
 2015 Drewry: Container forecaster Q2 2018

2013-2014 Drewry Global Container Terminal Operators Annual Report 2013

Cargotec to evaluate strategic options for Navis business

- Due to the COVID-19 pandemic, the evaluation is paused and we return to it later (situation 17 July 2020).
- Cargotec will review **alternative development paths** including new ownership structures and a potential sale of Navis business
- The aim of the strategic evaluation is to secure best possible **growth and value creation** for the next development phase for Navis
- Cargotec's investment since 2011 has enabled Navis to become the market leader in terminal operating systems (TOS), and **more than doubled revenue to EUR 115 million** in 2019
- Cargotec's other software business will not be part of the evaluation

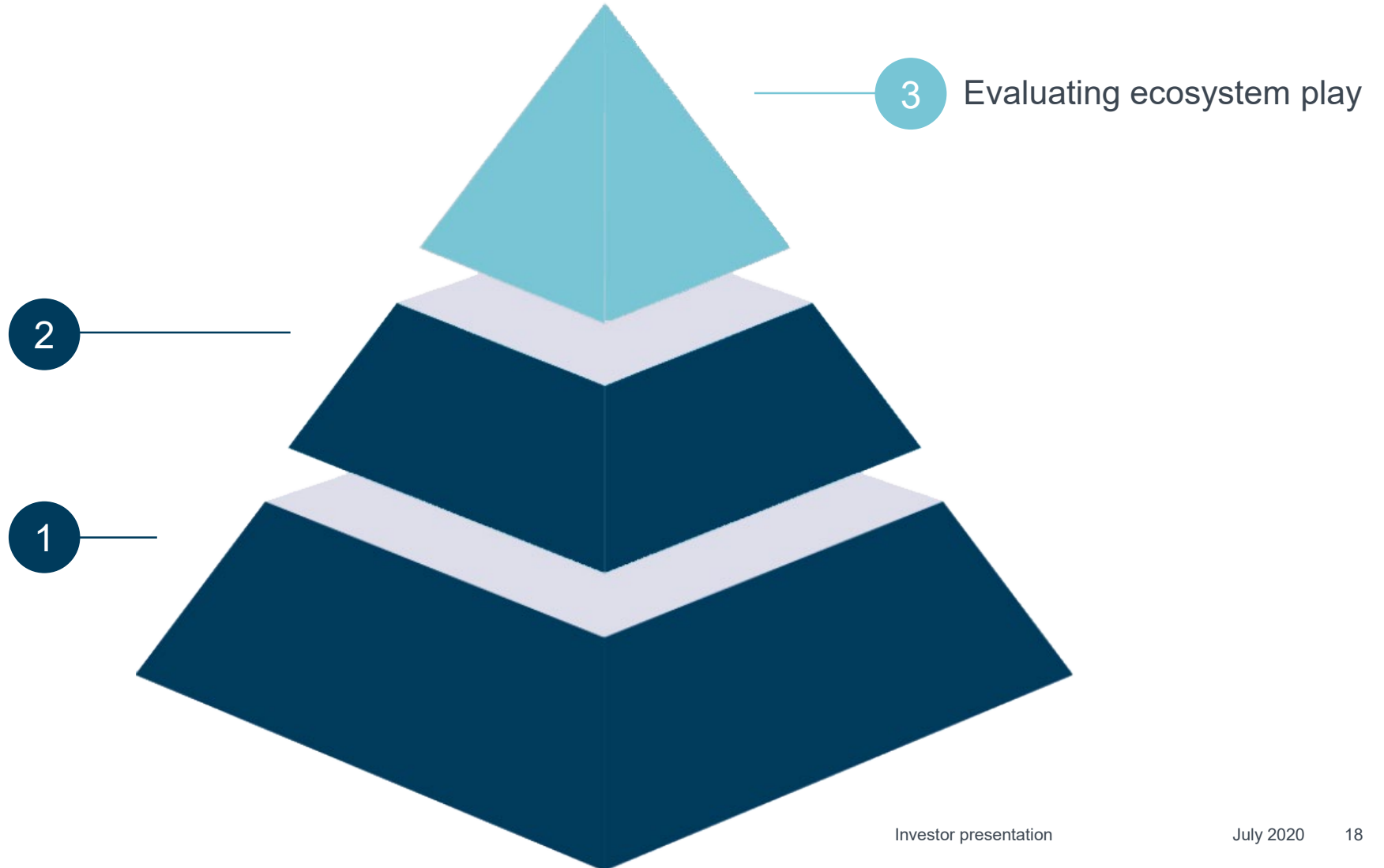


Committed to become the leader in intelligent cargo handling – evaluating future options for value creation

Increased focus on intelligent solutions and system level optimisation.

Availability and performance-based solutions and services
Advanced robotics

Continuous development of equipment, spare parts and maintenance services



Kalmar provides integrated port automation solutions also after potential divestment of Navis

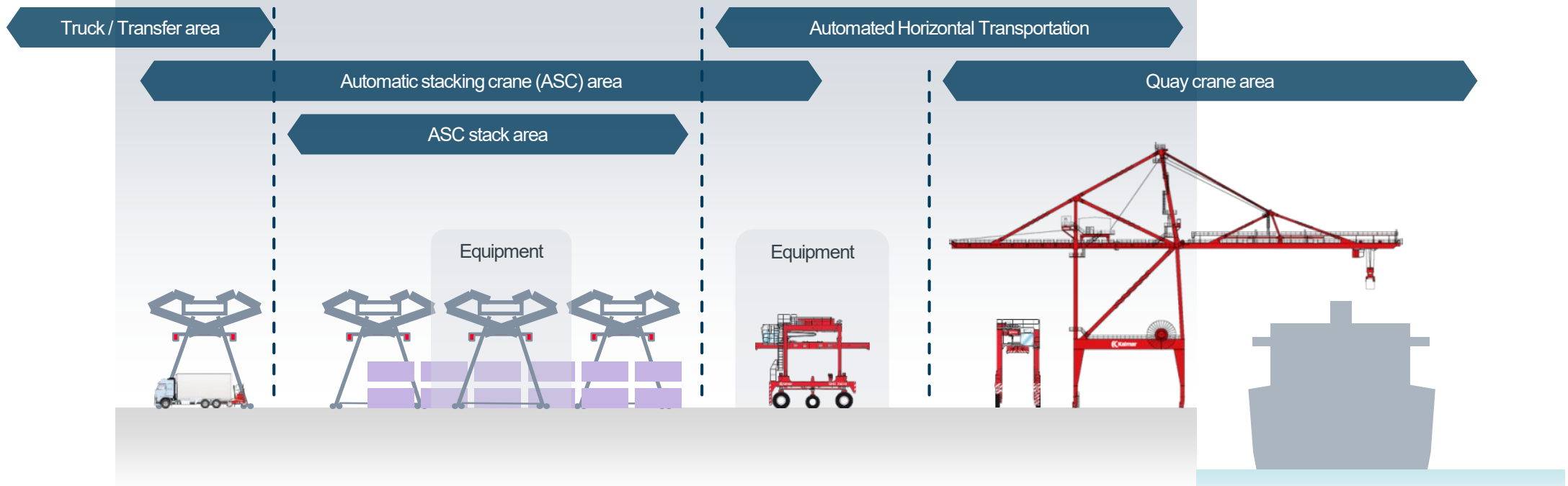
Terminal Operating System (TOS) coordinates and optimizes the planning and management of container and equipment moves



Kalmar provides integrated port automation solutions including software, services and a wide range of cargo handling equipment



Terminal Logistic System (TLS)





Robotics as an opportunity

AUTOMATED SOLUTION

ROBOTICS FUNCTIONALITY

Digitalisation • Autonomous • Electrification

KALMAR EQUIPMENT

Towards new business models



**Simultaneous
engineering**



**Optimised
solution**



**Faster return
on capital**



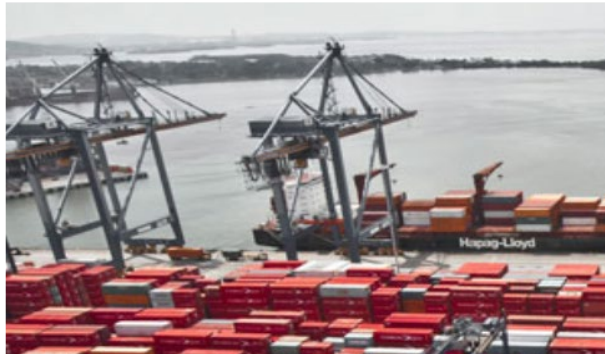
**Increased
uptime**



**Replacement
upgrade**

A digital life of the customer

Services provide our biggest medium-term growth opportunity



Equipment & Projects
20-30%



Software
20-30%



Services
3-5%

Market
share

Market
size

6B€

0.5-1B€

8B€

Automation deals highlight our successful investments in automation

Kalmar and Navis to deliver world-first intermodal automation solution to Sydney, Australia

Greenfield intermodal terminal, Qube's Moorebank Logistics Park

- First fully automated intermodal terminal in the world

Kalmar OneTerminal contract, including Navis N4 TOS

All equipment can be operated electrically on local solar power

Order value EUR 80 million, booked in Q2 2018

Fully digitalised and autonomous container handling solution with software and services to Yara

Solution enables autonomous, cost efficient and emission-free operations of the Yara Birkeland container ship in Norway



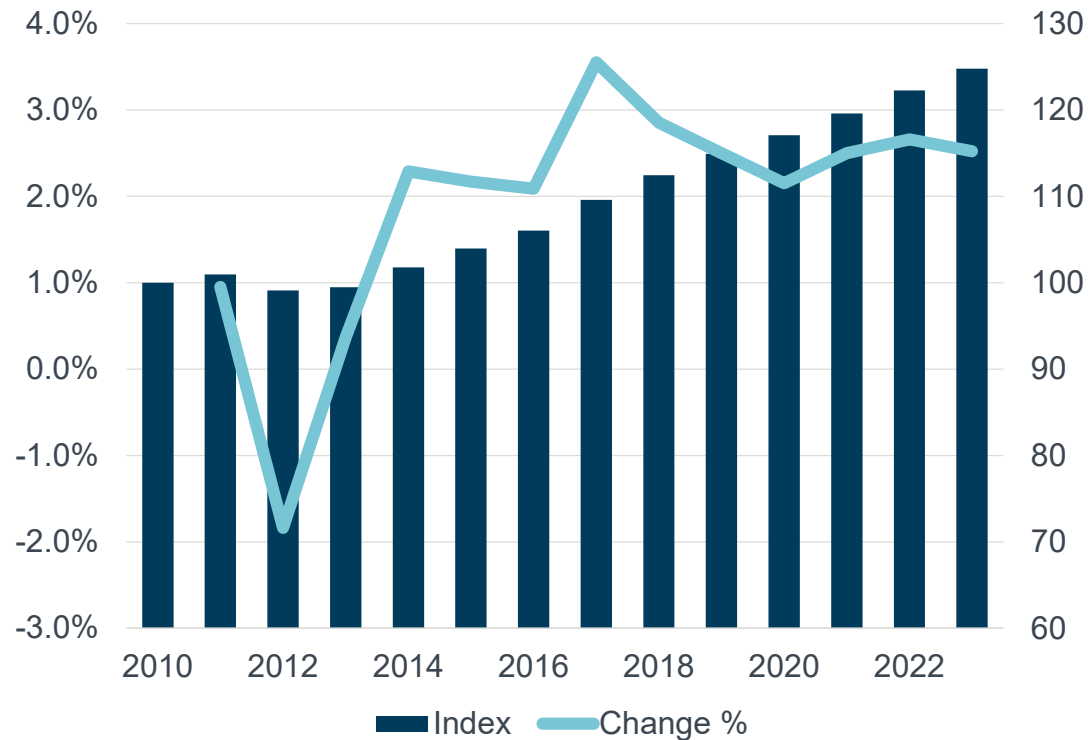
Hiab



Construction output driving growth opportunity

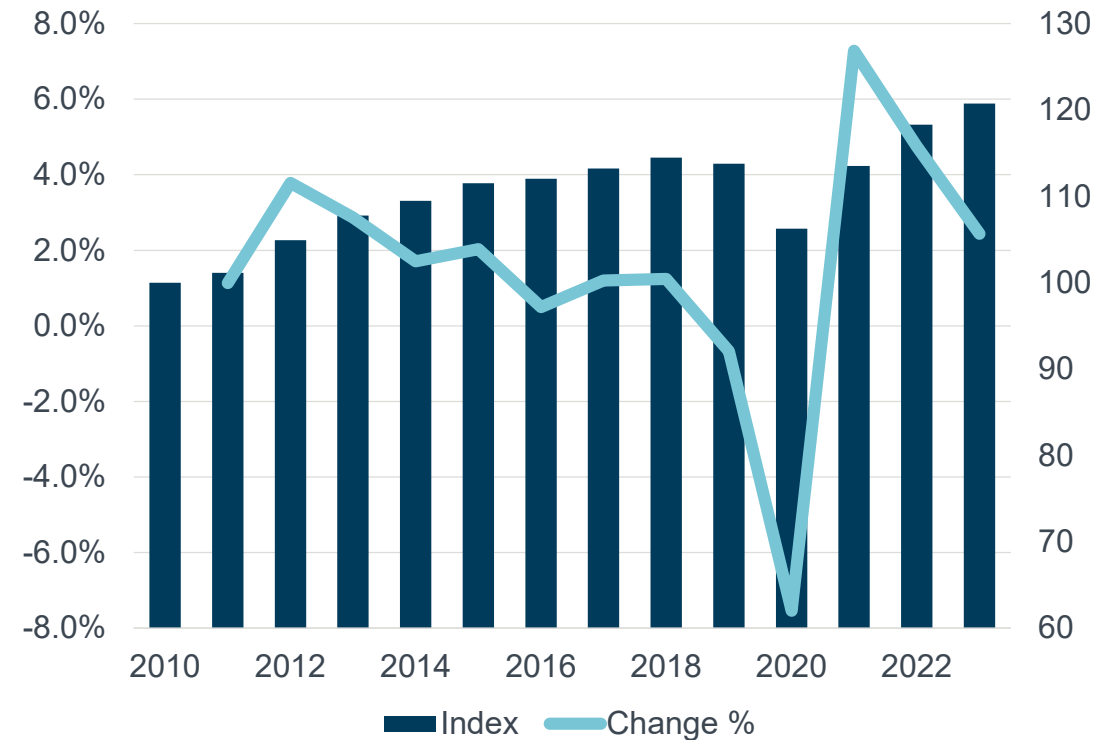
EMEA construction output

y/y change (%)




AMER construction output

y/y change (%)

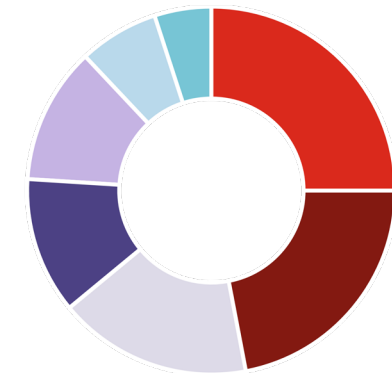


Oxford Economics: Industry output forecast
6/2020

Strong global market position and customers across diverse industries

	MARKET SIZE* (EUR billion)	KEY SEGMENTS	HIAB GLOBAL POSITION & TREND
LOADER CRANES 	~1.5	Construction and Logistics	#2 ↗
TAIL LIFTS 	~0.9	Retail Industry and Logistics	#2 ↗
DEMOUNTABLES 	~0.6	Waste and Recycling, Defense	#1 ↗
TRUCK MOUNTED FORK LIFTS 	~0.3	Construction and Logistics	#1 →
FORESTRY & RECYCLING CRANES 	~0.3	Timber, Pulp, Paper & Recycling	#2 →

Industry segment indicative sales mix 2018



Most important segments

- Construction and Building Material
- Delivery Logistic
- Waste & Recycling
- Timber, Paper & Pulp
- Defense Logistic
- Road & Rail
- Other

Attractive megatrends and growth drivers

MEGA TRENDS



MARKET GROWTH



KEY SEGMENTS



PRODUCT OFFERING



SERVICE SOLUTIONS



- **Urbanisation** and **Consumption** growth driving needs for efficiency
- **Digitalisation** and **Connectivity** enabling new **business** solutions
- **North America** and main **European** markets continue to grow
- **Developing markets** strong load handling equipment penetration potential
- **Construction, Waste & Recycling, Logistics** and **Governmental** business segments show continued growth projection
- **New applications** market and segment growth potential
- Developing for increasing demand in **Electrification** and **Automation**
- Growing demand for comprehensive **life-cycle service offerings** and tailored **business solutions**

Hiab's key growth drivers



Cranes

Gain market share in big loader cranes and crane core markets



Tail lifts

Enter fast growing emerging markets and standardise and globalise business model



Truck-mounted forklifts

Accelerate penetration in North America and Europe



Services

Increase spare parts capture rates driven by connectivity and e-commerce

MacGregor



We are an active leader in all maritime segments

~2/3 of sales

~1/3 of sales

<p>Merchant Cargo Flow</p> <p>MARKET POSITION #1</p>	<p>Marine People Flow</p> <p>#1</p>	<p>Naval Logistics and Operations</p> <p>#1-2</p>	<p>Offshore Energy</p> <p>#1</p>	<p>Marine Resources & Structures</p> <p>#1-2</p>
<ul style="list-style-type: none"> ▪ Container cargo ▪ Bulk cargo ▪ General cargo ▪ Liquid cargo ▪ RoRo cargo 	<ul style="list-style-type: none"> ▪ Ferry ▪ Cruise ▪ Superyachts 	<ul style="list-style-type: none"> ▪ Naval & Military Supplies Logistics ▪ Naval & Military Operations Support ▪ Ship-to-ship transfer 	<ul style="list-style-type: none"> ▪ Oil & Gas ▪ Renewables 	<ul style="list-style-type: none"> ▪ Research ▪ Fishery ▪ Aquaculture ▪ Mining

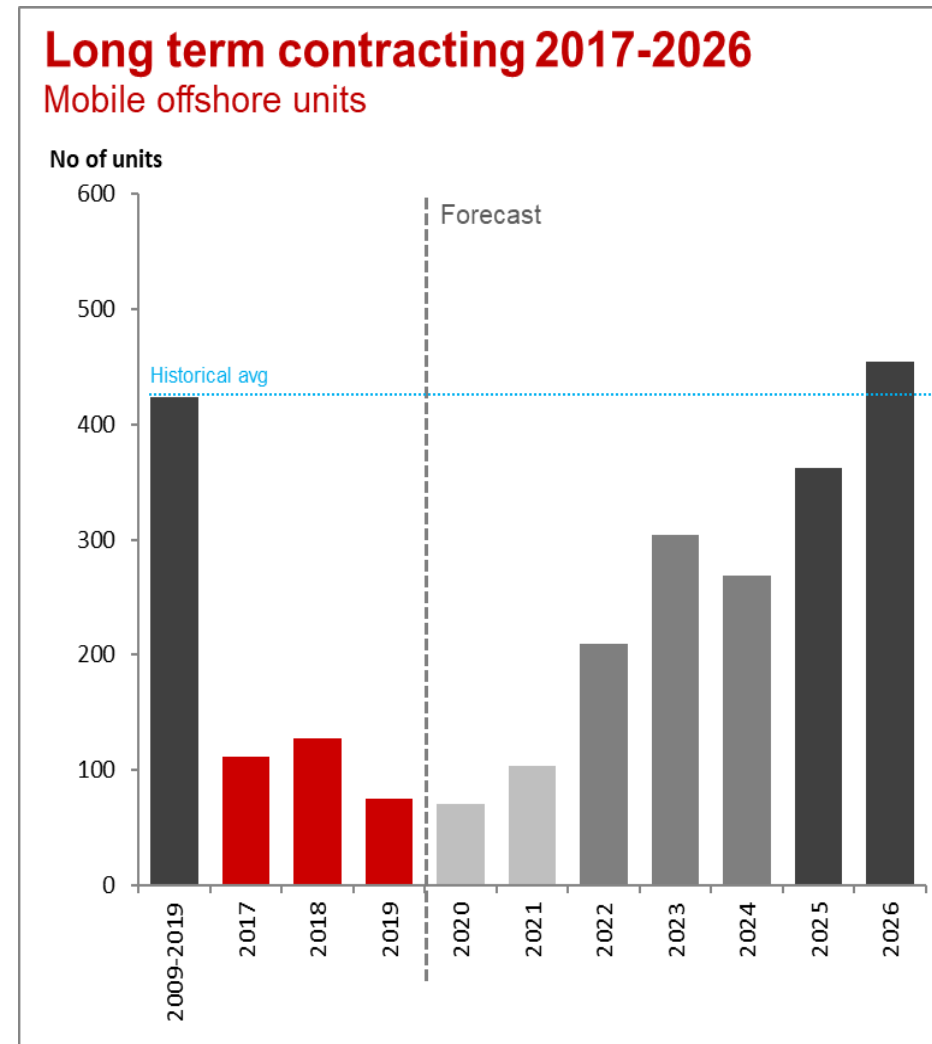
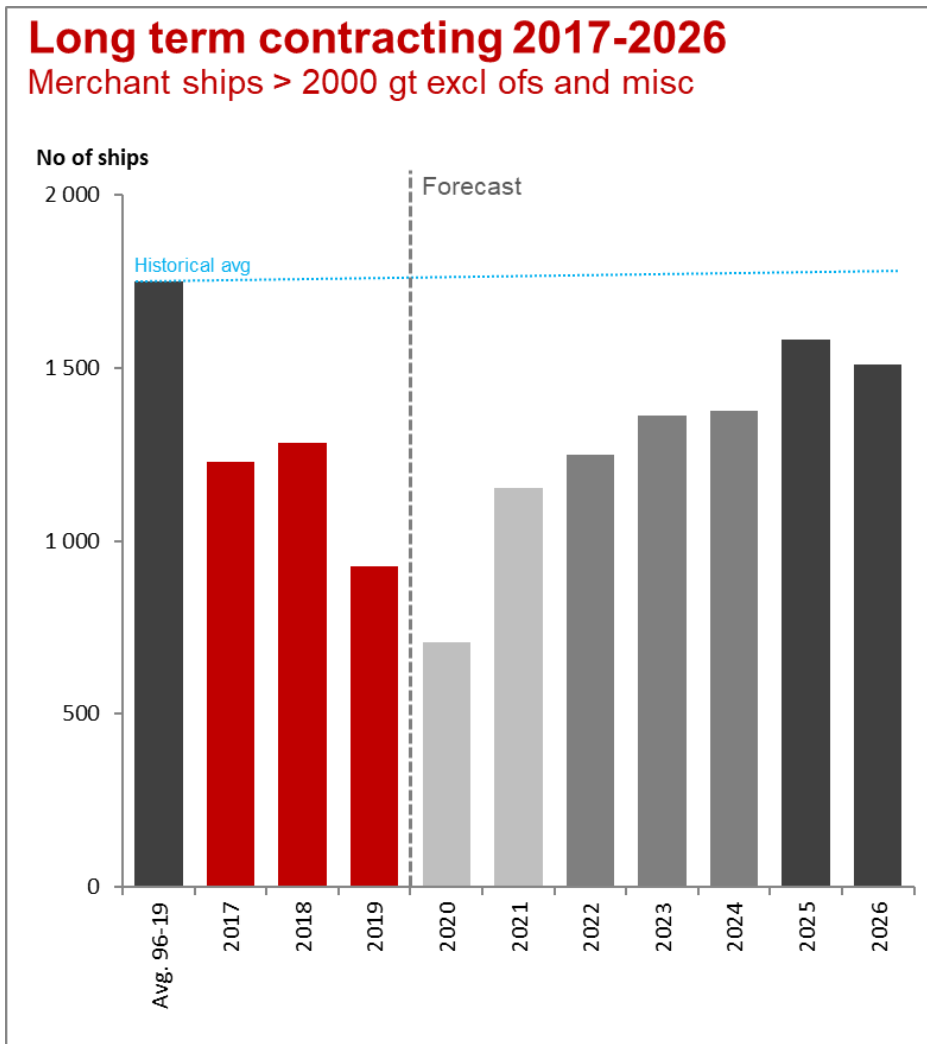
Lifecycle Services



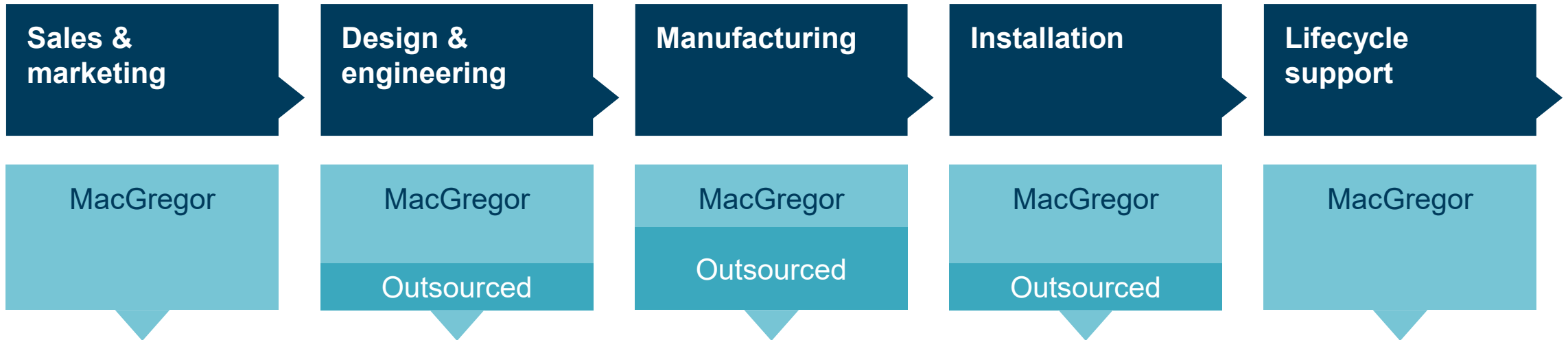
Picture: Equinor

Merchant Ships and Offshore contracting – short-term challenges

Increased uncertainty and weakening global economy limit ship owners' interest to invest



MacGregor's asset-light business model gives flexibility



Cost-efficient scaling

90% of manufacturing outsourced

30% of design and engineering capacity outsourced

Planned MacGregor cost savings

The potential cost savings in 2020 are estimated to be around EUR 18 million. 7 MEUR from cost savings achieved during H1, remaining 11 MEUR expected for H2

Potential cost savings from the TTS integration

- EUR ~12 million in 2020
- EUR ~10 million in 2021
- EUR ~5 million in 2022–2024

TTS integration cost synergy components

- Roles/Positions
- Facilities
- Supply chain



Recent progress



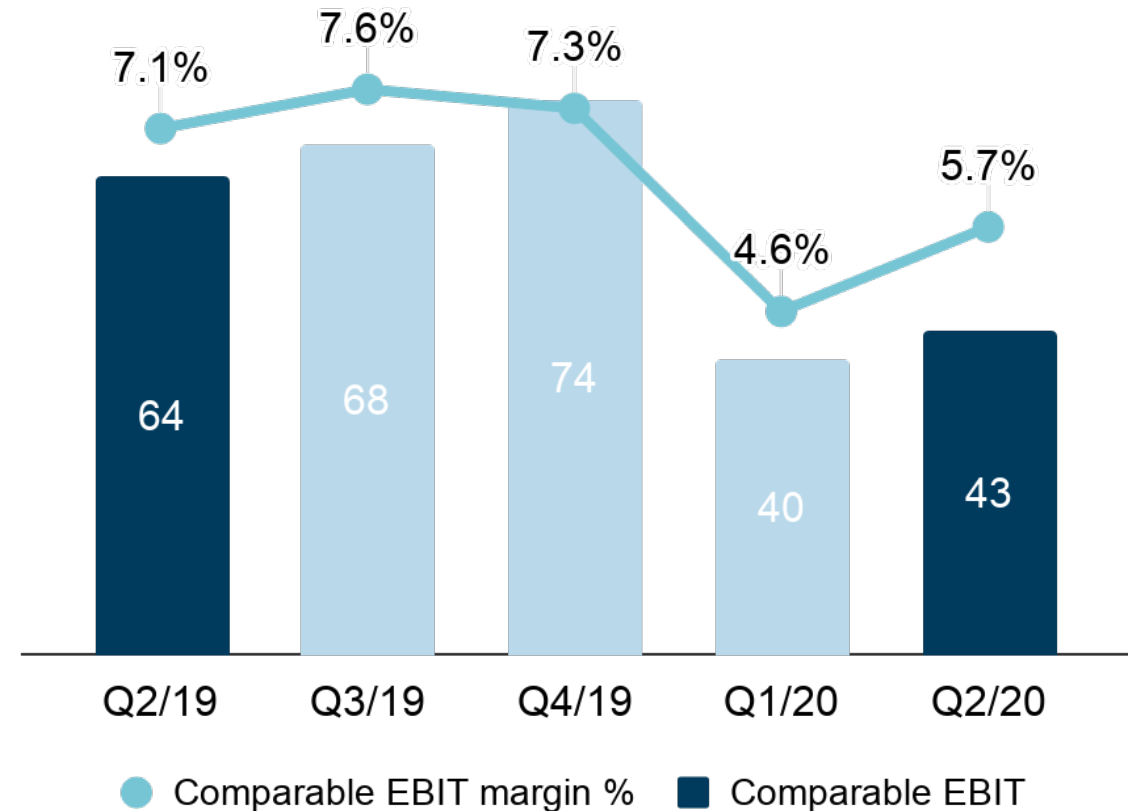
Highlights of Q2 2020 – Strong Covid-19 impact in early Q2, gradual improvement throughout the quarter

Orders received decreased by 27%

Sales decreased by 17% compared to Q2/2019 level

Comparable operating profit decreased by 33%

- Kalmar -7 MEUR from Q2/2019
- Hiab -26 MEUR from Q2/2019
- MacGregor +7 MEUR from Q2/2019



The coronavirus pandemic affected Cargotec in Q2/20

Safety of our personnel and customers top priority

Group-wide focus on safeguarding business continuity, cash flow and adjusting cost structure

- Temporary cost savings effective, approximately 10 MEUR per month

Demand recovering month-by-month

- Uncertainty and restrictions set by authorities slowed decision making and weakened orders received
- No major order cancellations
- Europe and APAC more robust than Americas
- Services and software relatively stable

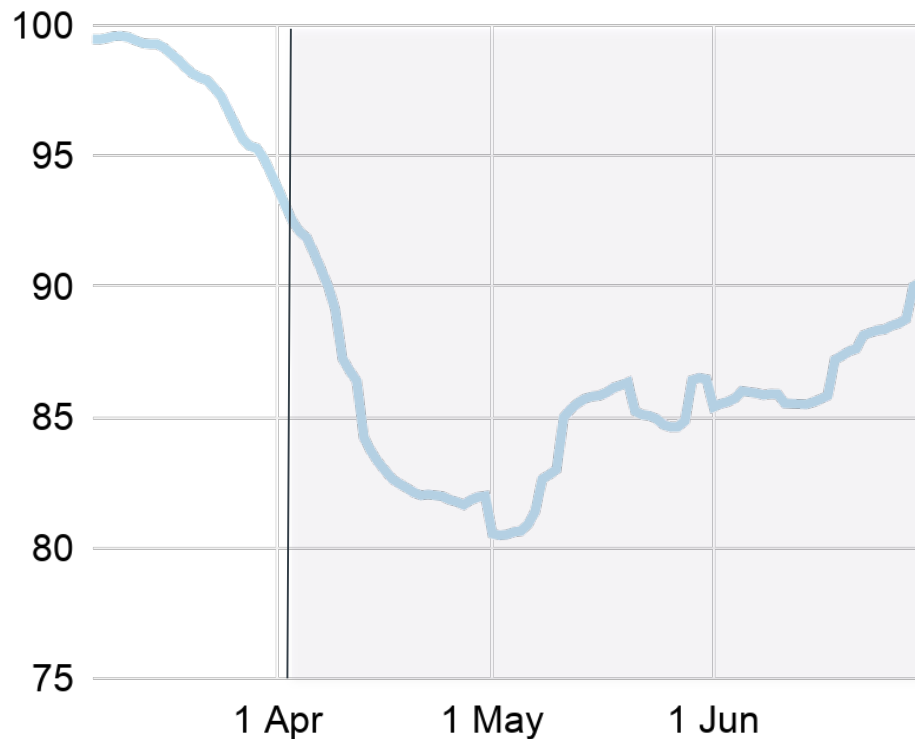
Our delivery capability improved during the course of Q2

- All assembly units back in operation by June
- Component supply normalising
- Some delays in delivery schedules, limited access for specialists



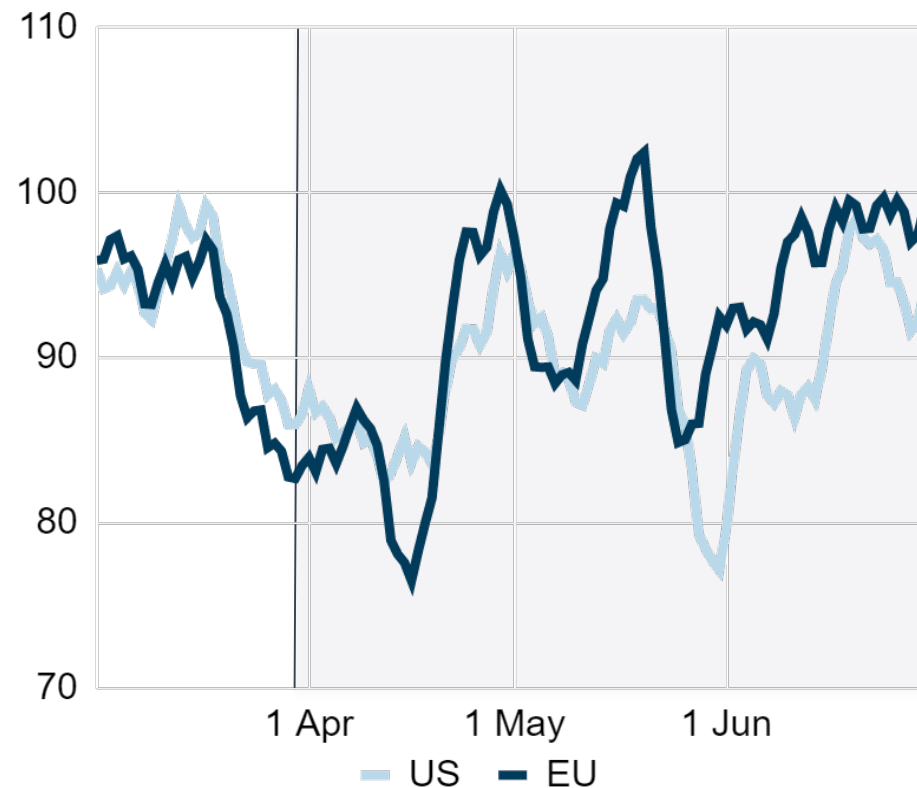
Hiab loader cranes usage on February level in Europe, Kalmar's equipment data shows steady recovery

Kalmar Mobile Solutions, indexed running hours¹



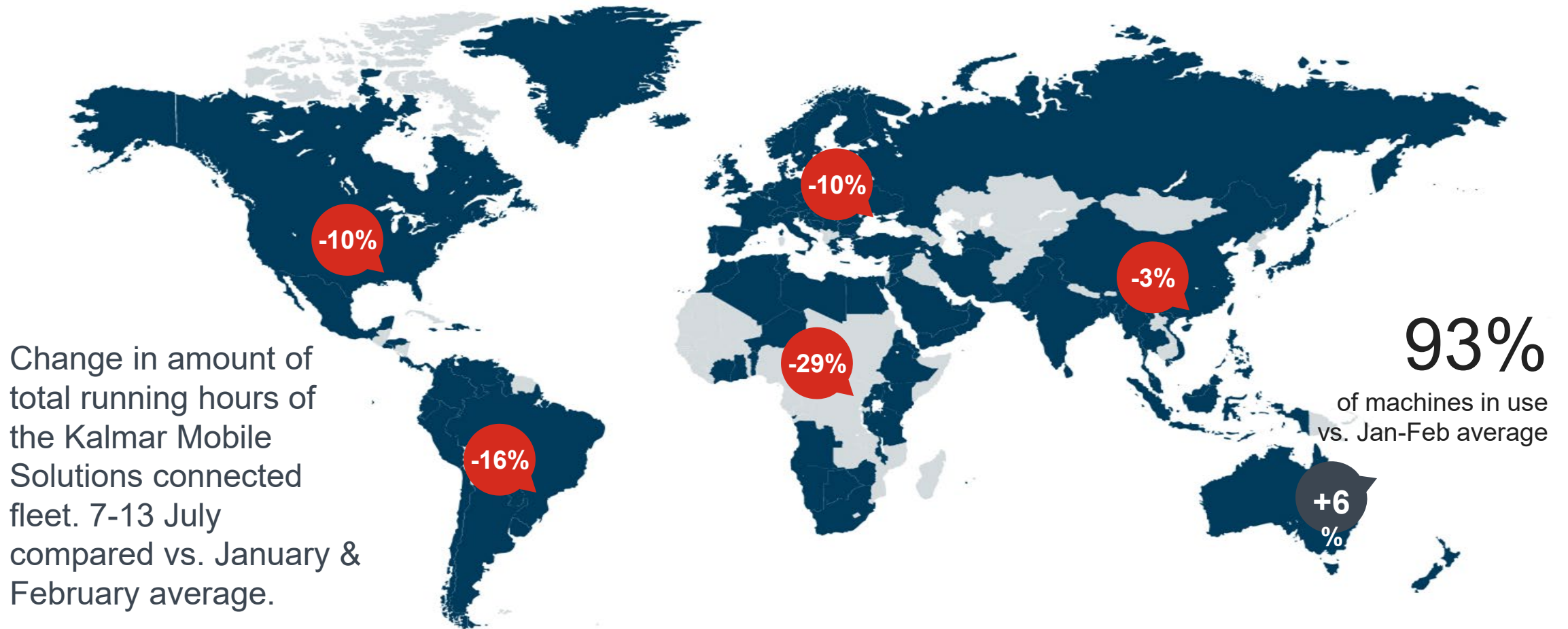
¹Global running hours of Kalmar Mobile Solutions' connected equipment. 28 day indexed average comparison with February 2020 average.

Hiab, loader cranes' activity index²



²Activity index of Hiab's connected loader cranes. Activity compared to previous 6 month average, 100 = February high

Gradual improvement in equipment running hours



Market environment

Number of containers handled at ports declined

- Customers are postponing decision-making in major investments

Construction activity decreased in Europe and US

In the merchant sector orders and activity decreased from an already low level while offshore remained at a historically low level

Global container throughput (MTEU)¹ – Key driver for Kalmar



Construction output² – Key driver for Hiab

United States

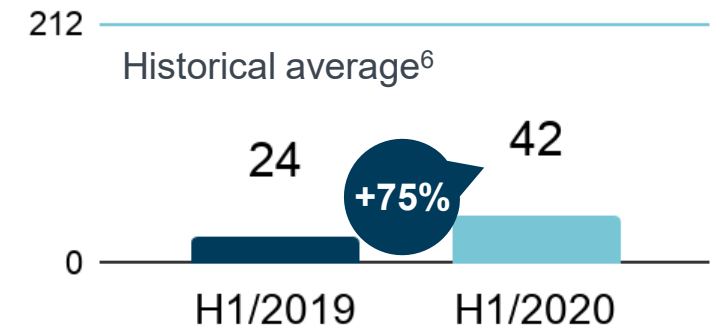
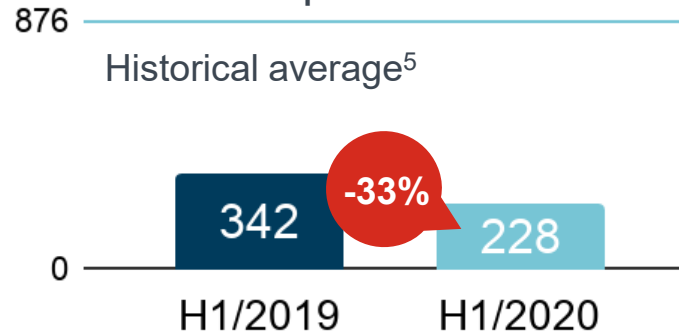
Europe



Long term contracting – Key driver for MacGregor

Merchant ships³

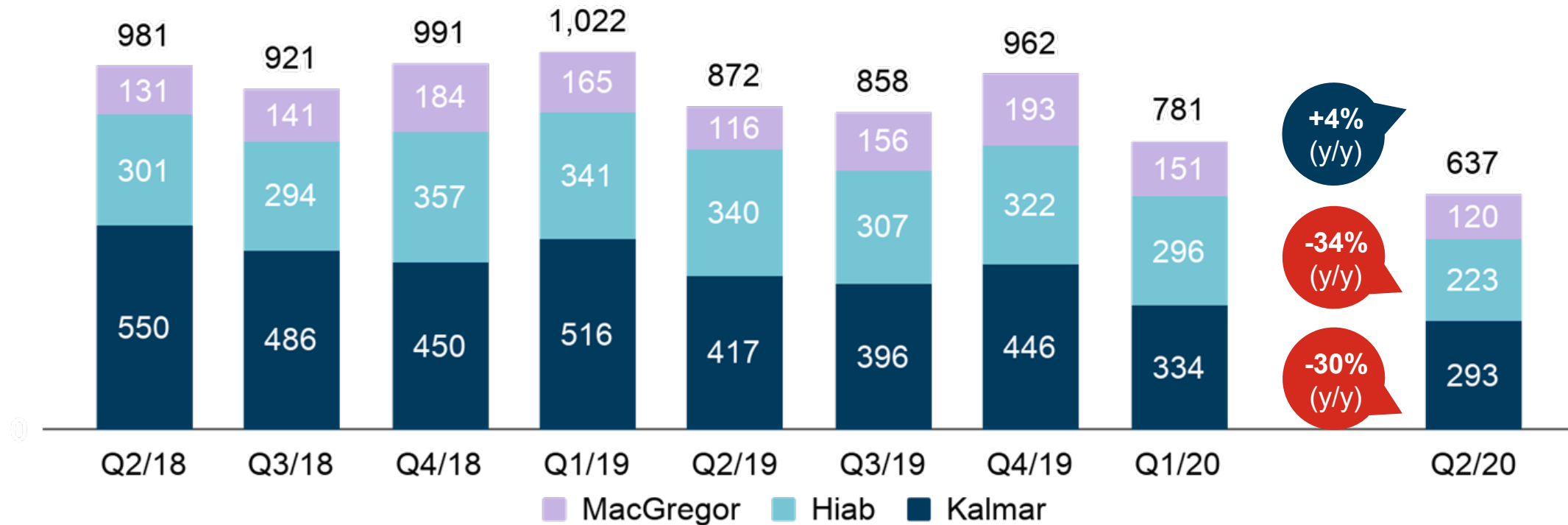
Offshore mobile units⁴



1) Source: Drewry
 2) Source: Oxford Economics
 3) > 2,000 dwt/gt (excl. ofs & misc) Source: Clarkson Research
 4) Source: Clarkson Research
 5) Indicative 1996-2019 average
 6) Indicative 2009-2019 average

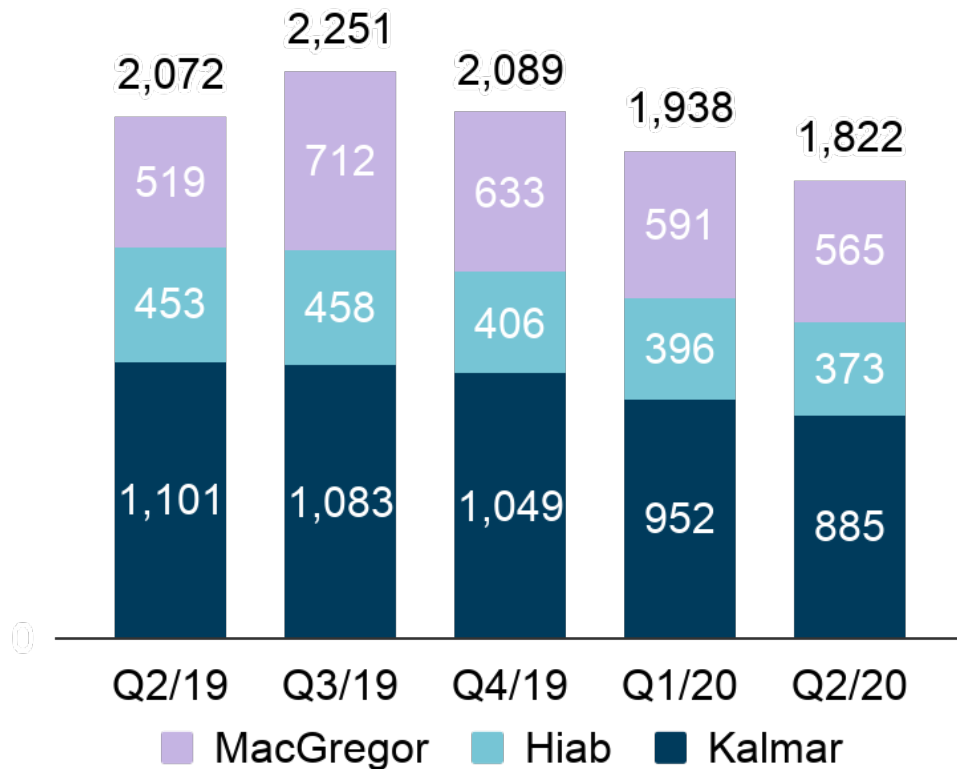
Orders expected to have reached bottom in Q2

MEUR

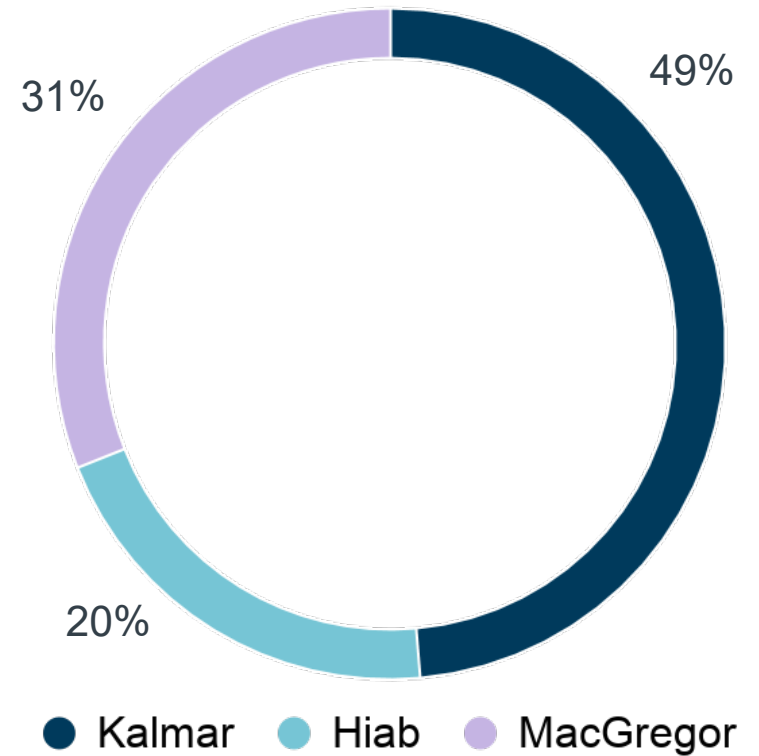


Order book on a good level in all business areas

Order book
MEUR

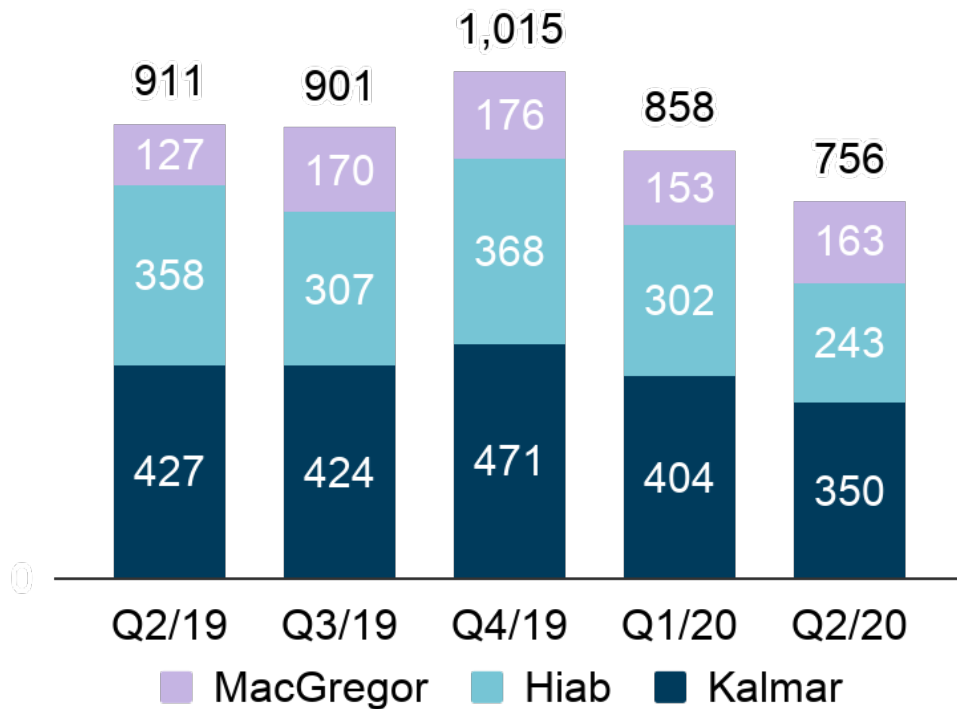


Order book by reporting
segment, Q2 2020

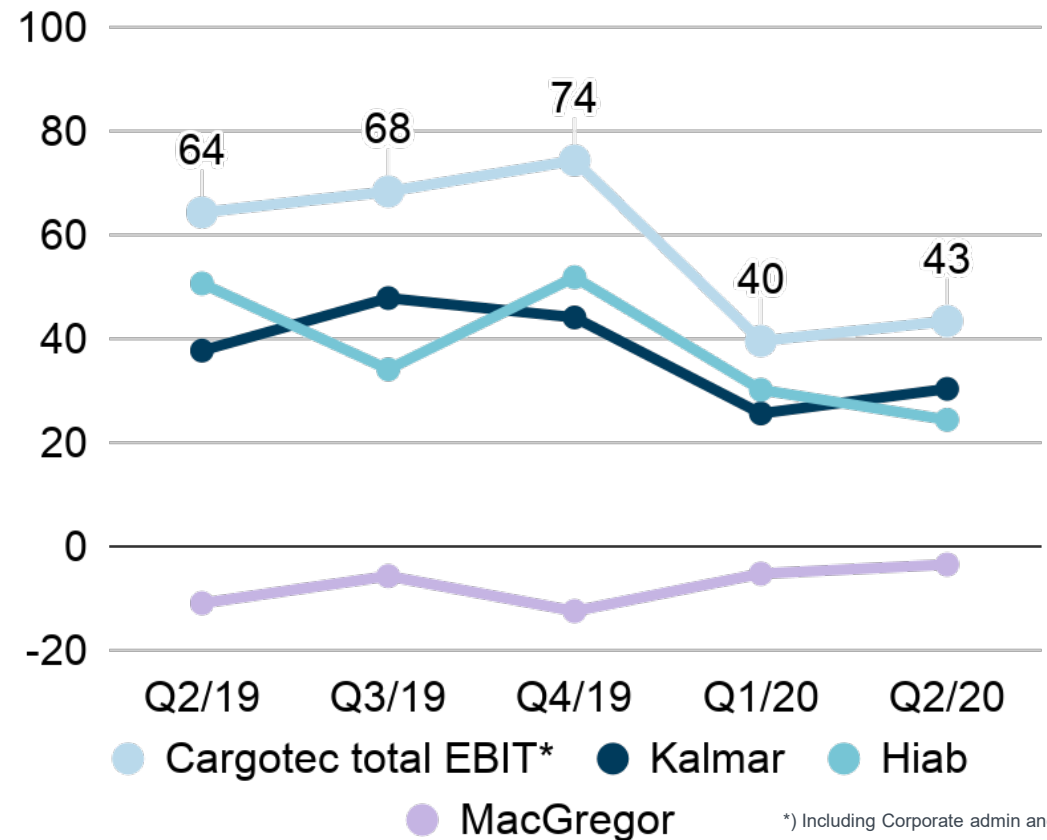


Sales decreased, gradual recovery during the quarter

Sales
MEUR



Comparable operating profit
MEUR

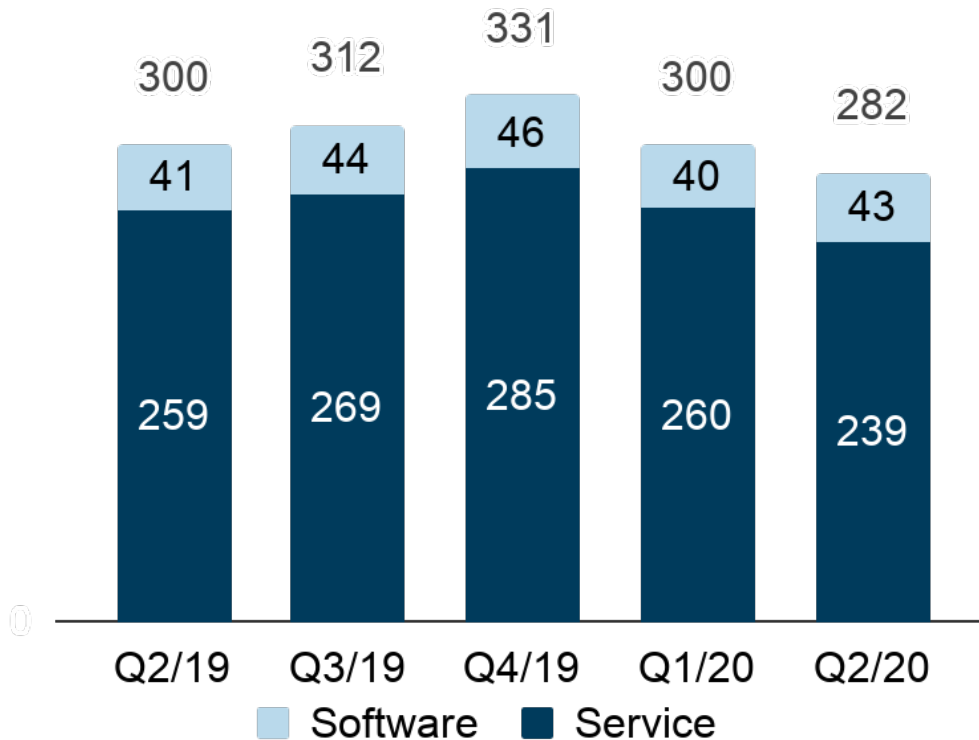


*) Including Corporate admin and support

Software sales increased, Services resilient

Service and software* sales

MEUR



*Software sales defined as strategic business unit Navis and automation software

Q2/20 service sales -8%

- Kalmar -7%
- Hiab -18%
- MacGregor +7%

Decline in Hiab due to reduction in installations and accessories, driven by lower new equipment sales

Software sales +5%

Service and software 37% of total sales

Business areas

Cargotec's half year financial report
January–June 2020



Kalmar Q2 – Recovering customer activity towards the end of the quarter

Orders received declined in Automation & Projects and mobile equipment

Sales increased in Automation and Projects but decreased in mobile equipment

Service sales decreased by 7%, software sales increased by 5%

Comparable operating profit margin remained stable

- Sales mix
- Productivity improvements
- Temporary cost savings

MEUR	Q2/20	Q2/19	Change
Orders received	293	417	-30%
Order book	885	1,101	-20%
Sales	350	427	-18%
Comparable operating profit	30	38	-20%
Comparable operating profit margin	8.6%	8.8%	-20bps



Hiab Q2 – Good comparable operating profit margin despite of decline in sales

Orders received and sales decreased in all regions

- Service sales decreased by 18%

Comparable operating profit decreased to 24 MEUR due to lower volumes

Comparable operating profit margin remained at a good level

- Higher share of Services and asset light operating model support margin
- Productivity improvements
- Temporary cost savings

MEUR	Q2/20	Q2/19	Change
Orders received	223	340	-34%
Order book	373	453	-18%
Sales	243	358	-32%
Comparable operating profit	24	51	-52%
Comparable operating profit margin	10.0%	14.1%	-410bps



MacGregor Q2 – Comparable operating profit improved

Orders received increased by 4%

Sales increased by 28%

- Service sales +7%

Comparable operating profit increased

- Restructurings savings
- Merchant solutions sales increased

Productivity improvements ongoing

- 2020 savings target 18 MEUR
- 7 MEUR from cost savings achieved during H1, remaining 11 MEUR expected for H2

MEUR	Q2/20	Q2/19	Change
Orders received	120	116	4%
Order book	565	519	9%
Sales	163	127	28%
Comparable operating profit	-4	-11	68%
Comparable operating profit margin	-2.2%	-8.7%	650bps



Financials and outlook

Cargotec's half year financial report
January–June 2020



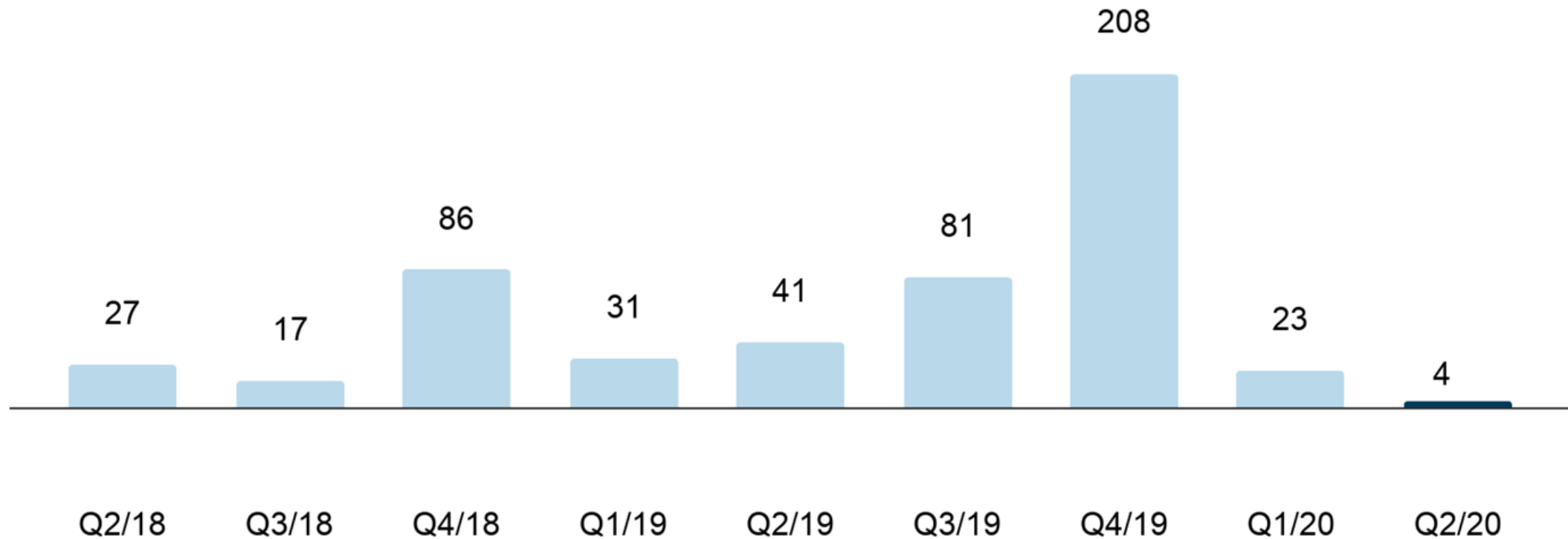
Key figures – Q2 comparable operating profit on good level

	Q2/20	Q2/19	Change	H1/20	H1/19	Change
Orders received, MEUR	637	872	-27%	1,417	1,894	-25%
Order book, MEUR	1,822	2,072	-12%	1,822	2,072	-12%
Sales, MEUR	756	911	-17%	1,614	1,767	-9%
Comparable operating profit, MEUR	43	64	-33%	83	122	-32%
Comparable operating profit, %	5.7%	7.1%	-130bps	5.1%	6.9%	-180bps
Items affecting comparability, MEUR	-63	-11	<-100%	-76	-18	<-100%
Operating profit, MEUR	-20	53	<-100%	7	104	-93%
Operating profit, %	-2.6%	5.8%	-840bps	0.4%	5.9%	-550bps
Net income, MEUR	-36	29	<-100%	-25	60	<-100%
Earnings per share, EUR	-0.56	0.45	<-100%	-0.39	0.93	<-100%
Earnings per share, EUR*	-0.30	0.57	<-100%	0.01	1.12	-99%
ROCE, %**	3.4%	9.6%	-620bps	3.4%	9.6%	-620bps

Cash flow remained positive

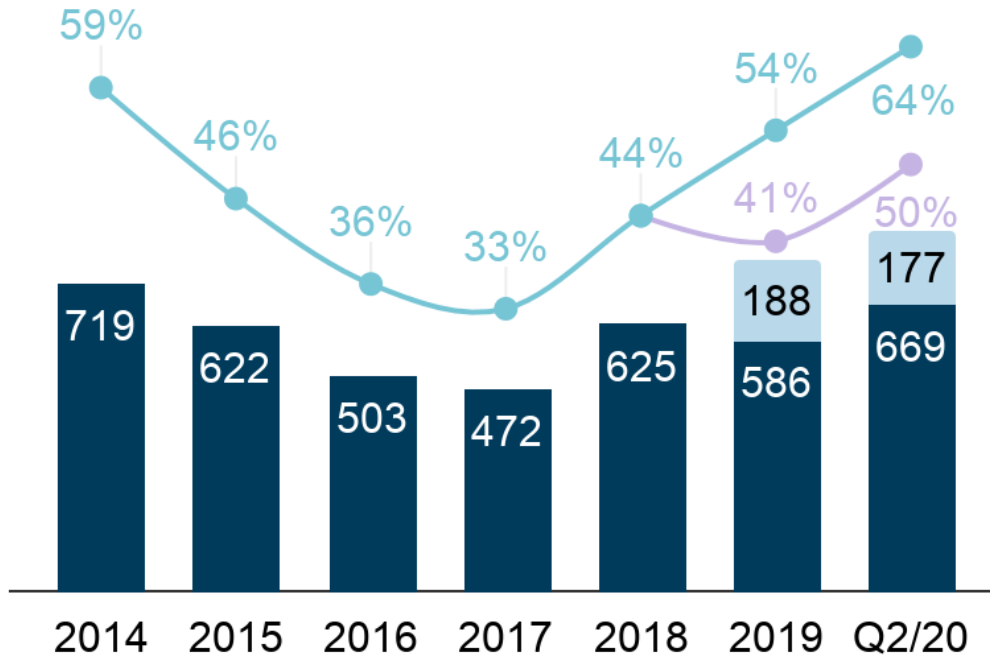
Cash flow from operations before financing items and taxes

MEUR



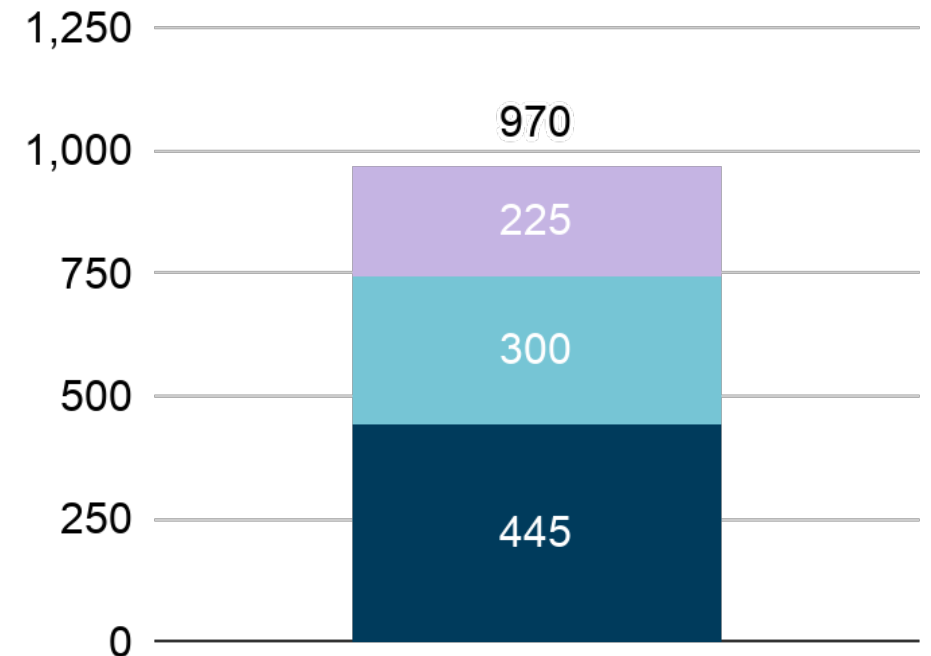
Strong financial position and liquidity

Net debt & gearing
MEUR



- Gearing-% excluding IFRS16
- Gearing-%
- IFRS16 Lease liability**
- Net debt

Total liquidity, 30 June 2020

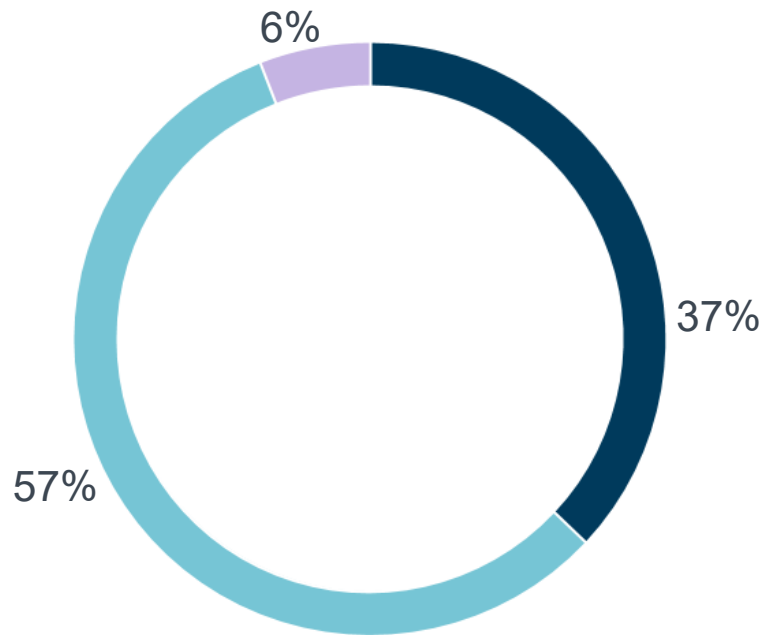


- Commercial paper programme and other credit
- Committed, long-term credit facilities
- Cash and cash equivalents

*Cargotec adopted the IFRS 16 standard on 1 Jan 2019.

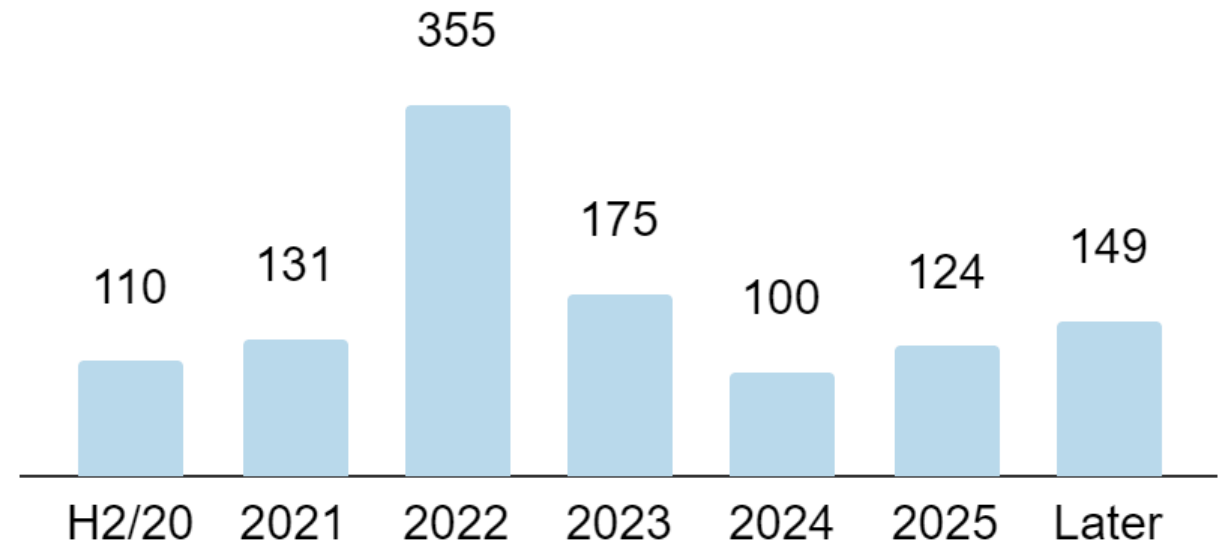
Balanced debt portfolio - no major repayments in the coming years

Loan structure, 30 June 2020



- Bilateral bank loans
- Bonds and Schuldschein loans
- Commercial papers and bank overdrafts

Repayment schedule of interest-bearing liabilities excluding finance lease
MEUR



Outlook for 2020

Visibility towards the end of the year is still weak

In the current exceptional situation Cargotec estimates that it is not able to give a guidance for the year 2020

Cargotec estimates its business and operating environment to develop in H2/20 as follows:

- The recovery of market activity continues
- The delivery capability of Cargotec and its supply chain continues to improve
- Productivity improvements support profitability in the future as well



Strategic progress and climate ambition

Cargotec's half year financial report
January–June 2020



We continue executing our strategy

Driving our productivity

- Sale of joint venture Rainbow-Cargotec
- Contract manufacturing of Indital products and closing of Bangalore multi-assembly unit
- Headcount reduced by 429 during H1
- External workforce reduction approximately 1 MEUR per month
- Restructuring costs 72 MEUR in Q2

Enabling sustainable long-term value creation

- Commitment to UN's Business Ambition for 1.5°C
- Signing of *Uniting Business and Governments to Recover Better* statement
- Increased investments in electrification, automation, software and robotics



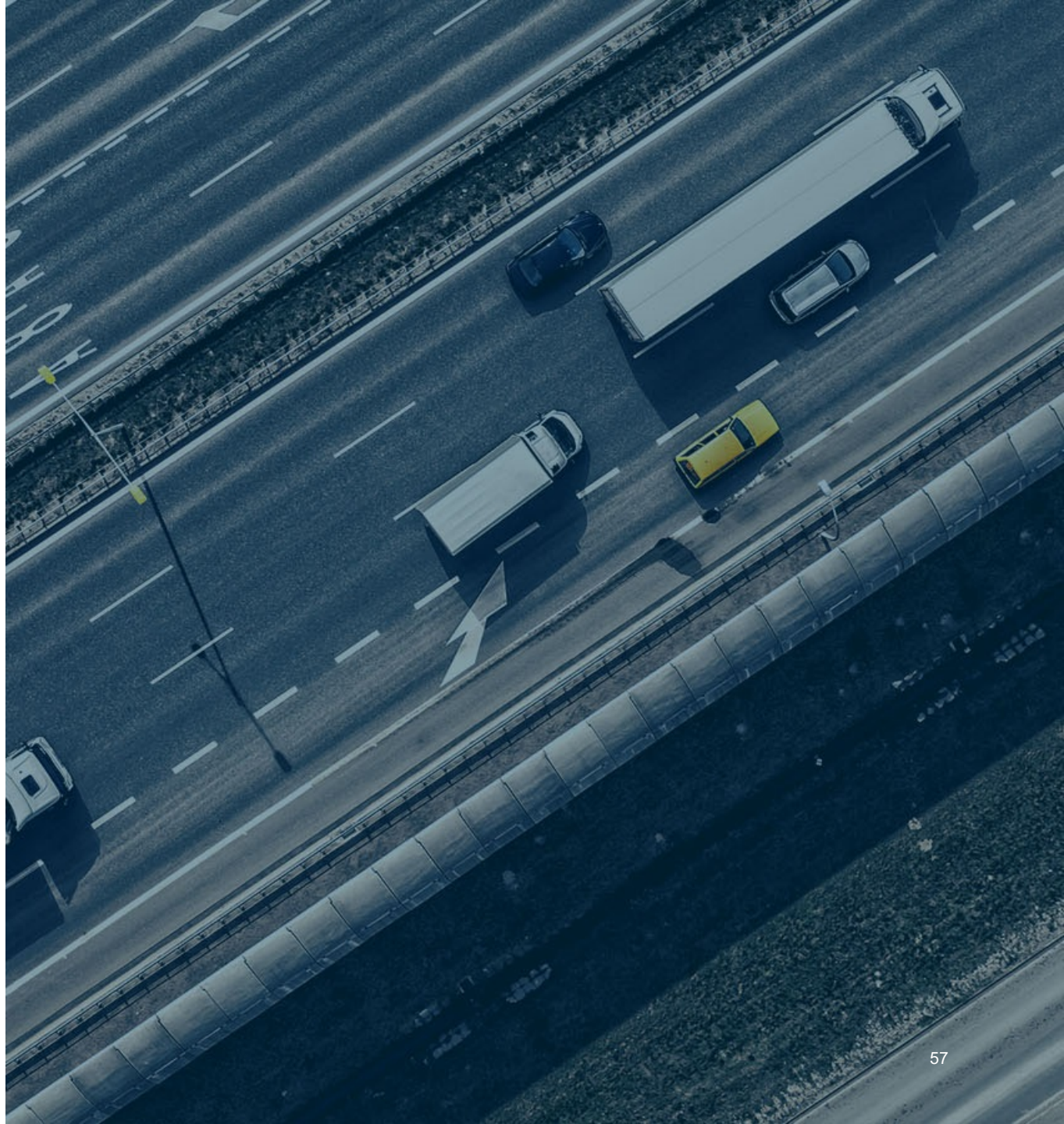
1.5

DEGREE COMPANY

Let's reduce CO₂ emissions at least 50 percent by 2030.
This is critical for limiting global warming to 1.5 degrees.

Appendix

1. Largest shareholders and financials
2. Sustainability
3. Kalmar
4. Hiab
5. MacGregor

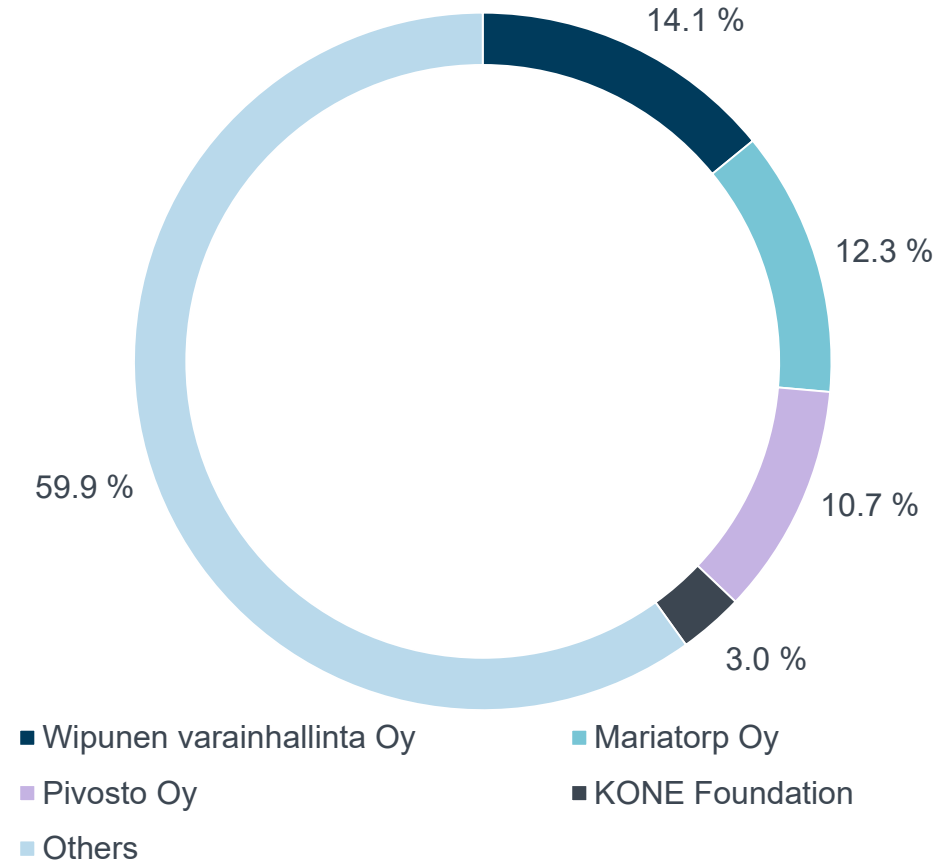


Largest shareholders

30 June 2020

		% of shares	% of votes
1.	Wipunen varainhallinta Oy	14.1	23.7
2.	Mariatorp Oy	12.3	22.9
3.	Pivosto Oy	10.7	22.2
4.	KONE Foundation	3.0	5.5
5.	Ilmarinen Mutual Pension Insurance Company	2.2	0.9
6.	Varma Mutual Pension Insurance Company	1.3	0.6
7.	The State Pension Fund	1.2	0.5
8.	Elo Mutual Pension Insurance Company	1.2	0.5
9.	Mandatum Life Insurance Company Ltd.	0.9	0.4
10.	Herlin Heikki Juho Kustaa	0.6	0.3
Nominee registered and non-Finnish holders		23.14	
Total number of shareholders		38,750	

% of shares



Wipunen varainhallinta Oy is a company controlled by Ilkka Herlin, Mariatorp Oy a company controlled by Heikki Herlin and Pivosto Oy a company controlled by Ilona Herlin.

Examples of our wide equipment offering



Reachstacker



Straddle carrier



Loader crane



Terminal tractor



Container handler



Hooklift, Skiploader



Forklift truck



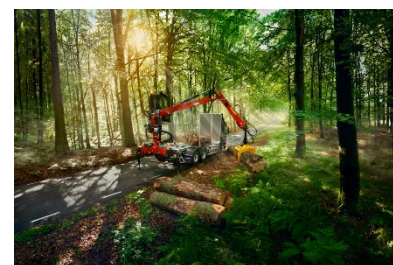
Automatic stacking crane



Truck-mounted forklift



Taillift



Recycling and forestry cranes



Cranes



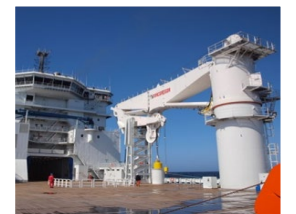
Hatch covers,
container lashings



Deck machinery



Marine self-unloaders



Offshore load handling

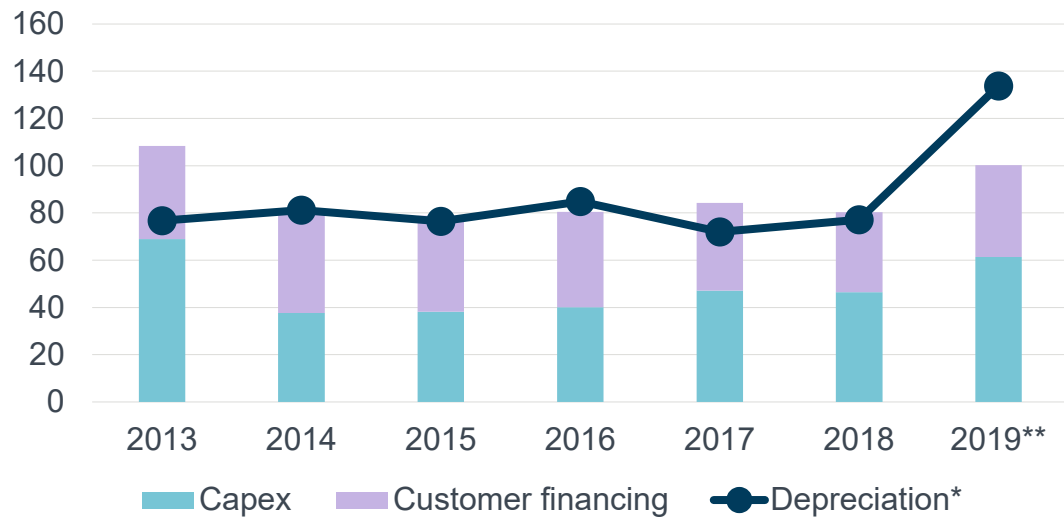


Mooring systems

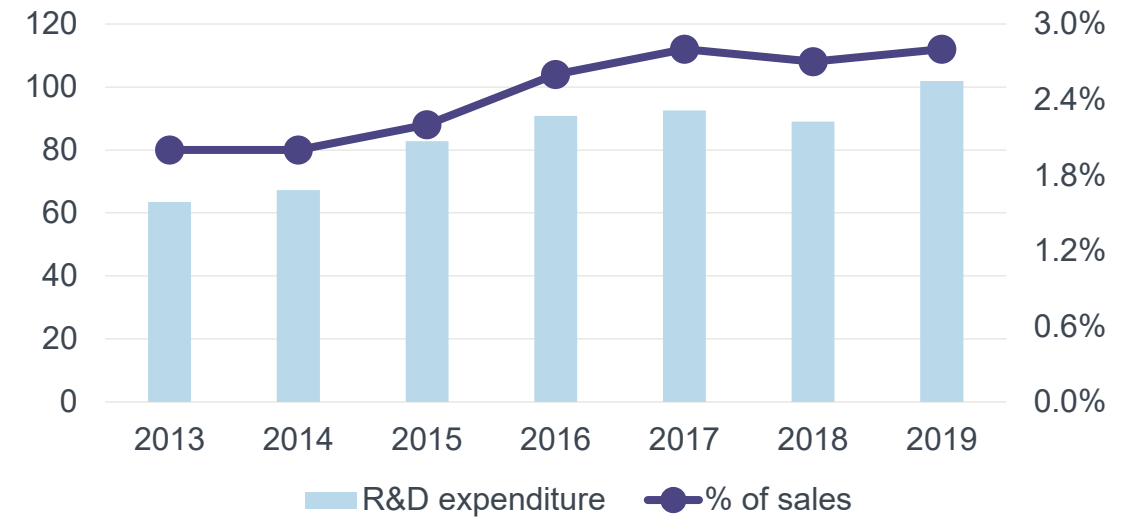


Capex and R&D

Capital expenditure



Research and development



Main capex investments:

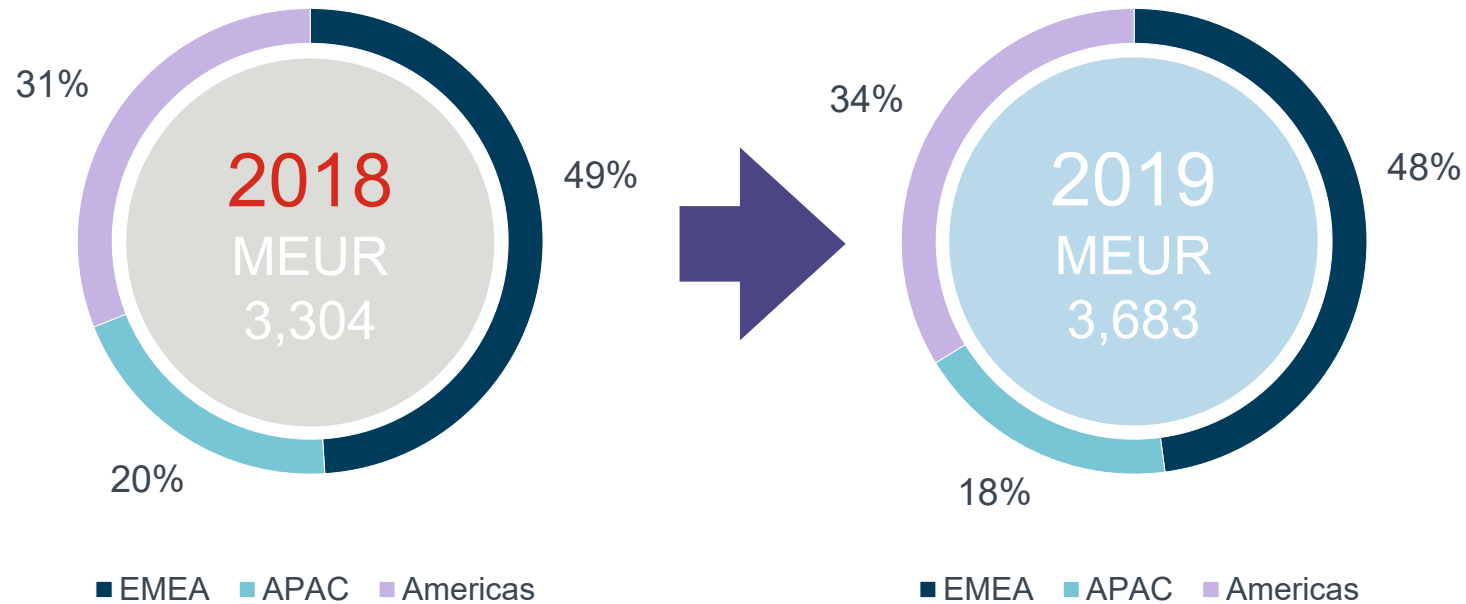
- Kalmar innovation centre in Ljungby, Sweden
- Investments in multi-assembly units in Kalmar and Hiab
- Intangible assets, such as global systems to improve efficiency in operational activities and support functions

R&D investments focused on

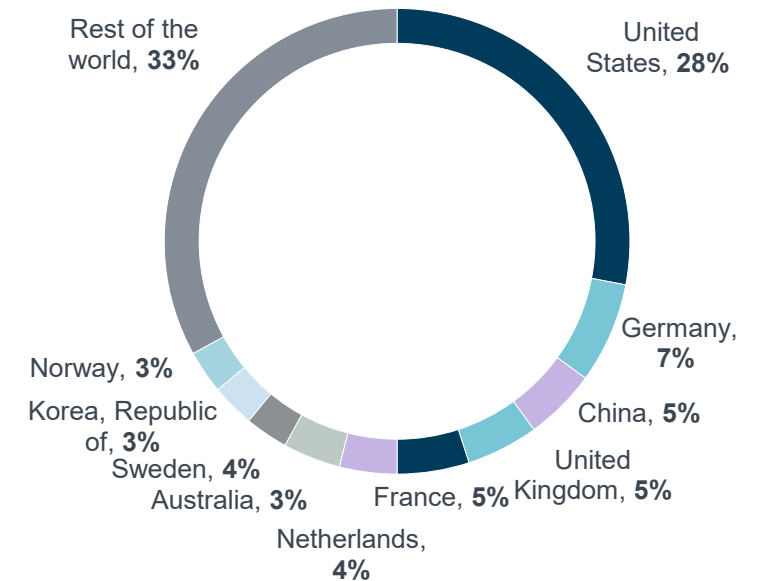
- Digitalisation
- Competitiveness, cost efficiency and eco-efficiency of products

*) Including amortisations and impairments
 **) depreciation increased due to IFRS 16 implementation

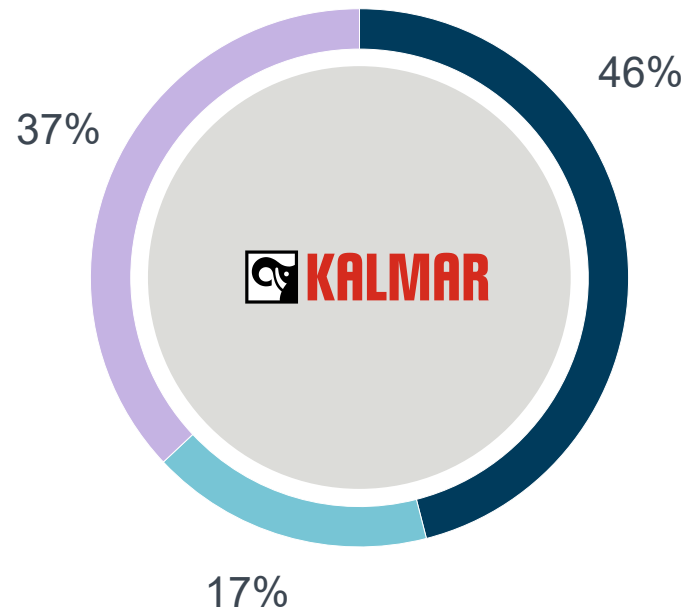
Well diversified geographical sales mix



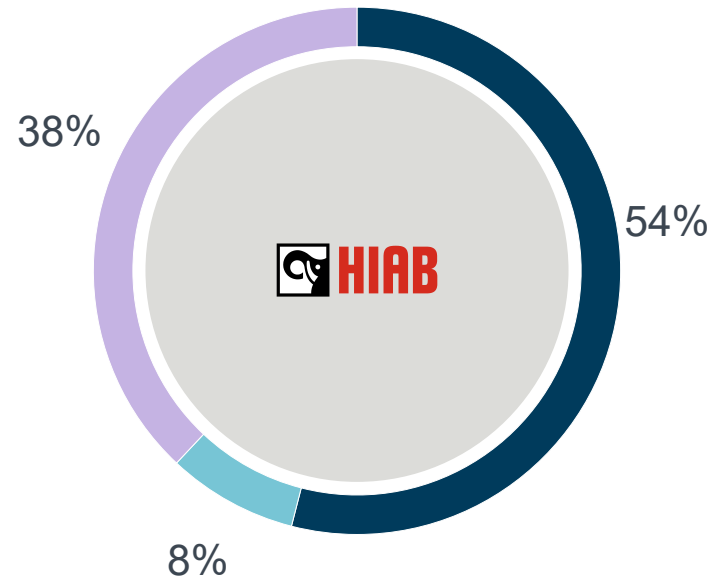
Top-10 countries by customer location



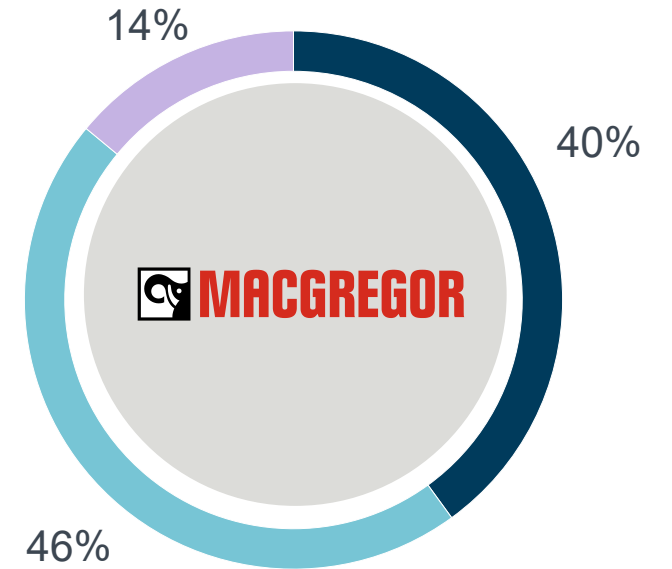
Sales by geographical segment by business area 2019



■ EMEA ■ APAC ■ Americas



■ EMEA ■ APAC ■ Americas



■ EMEA ■ APAC ■ Americas

Cargotec's R&D and assembly sites



EMEA

- Arendal, Norway (MacGregor R&D)
- Argelato, Italy (Hiab/Effer)
- Averøy, Norway (Macgregor prod + R&D)
- Kristiansand, Norway (MacGregor R&D)
- Dundalk, Ireland (Hiab prod. + R&D)
- Witney, UK (Hiab prod.)
- Whitstable, UK (MacGregor prod.)
- Zaragoza, Spain (Hiab prod.)
- Uetersen, Germany (MacGregor prod. + WS + R&D)
- Schwerin, Germany (MacGregor prod.)
- Stargard Szczecinski, Poland (Kalmar + Hiab prod.)
- Bispgården, Sweden (Hiab prod.)
- Örnsköldsvik, Sweden (MacGregor WS + WH + R&D)
- Hudiksvall, Sweden (Hiab R&D)
- Kaarina, Finland (MacGregor R&D)
- Minerbio, Italy (Hiab/Effer)
- Raisio, Finland (Hiab prod.)
- Statte, Italy (Hiab/Effer)
- Tampere, Finland (Kalmar WS + R&D)
- Ljungby, Sweden (Kalmar R&D)

APAC

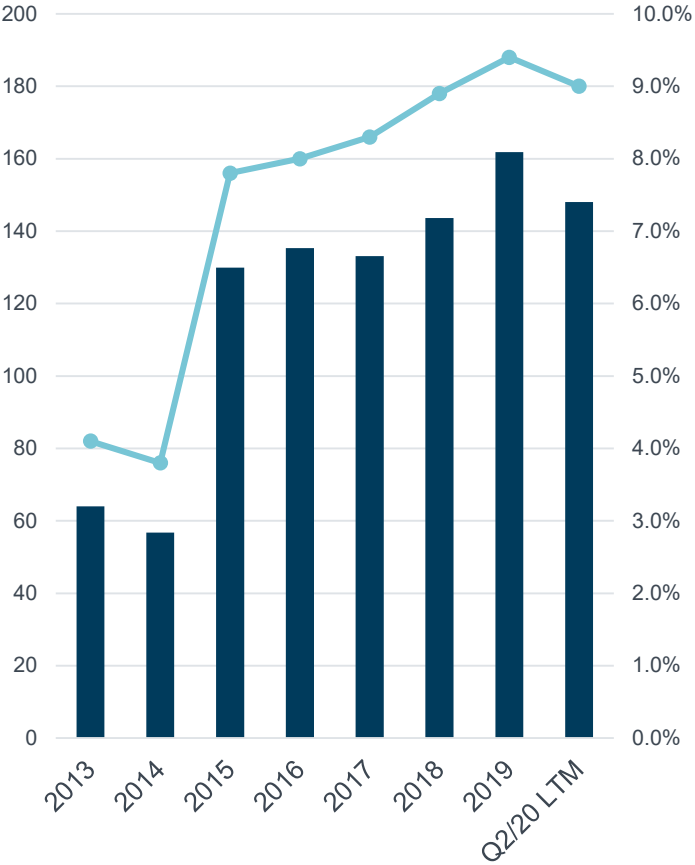
- Chungbuk, South Korea (Hiab prod.)
- Bangalore, India (Kalmar prod. + R&D)
- Chennai, India (Navis–Kalmar R&D)
- Ipoh, Malaysia (Bromma prod.)
- Shanghai, China (Kalmar prod. + WH)
- Busan, South Korea (MacGregor prod.)
- Singapore, (R&D)

Americas

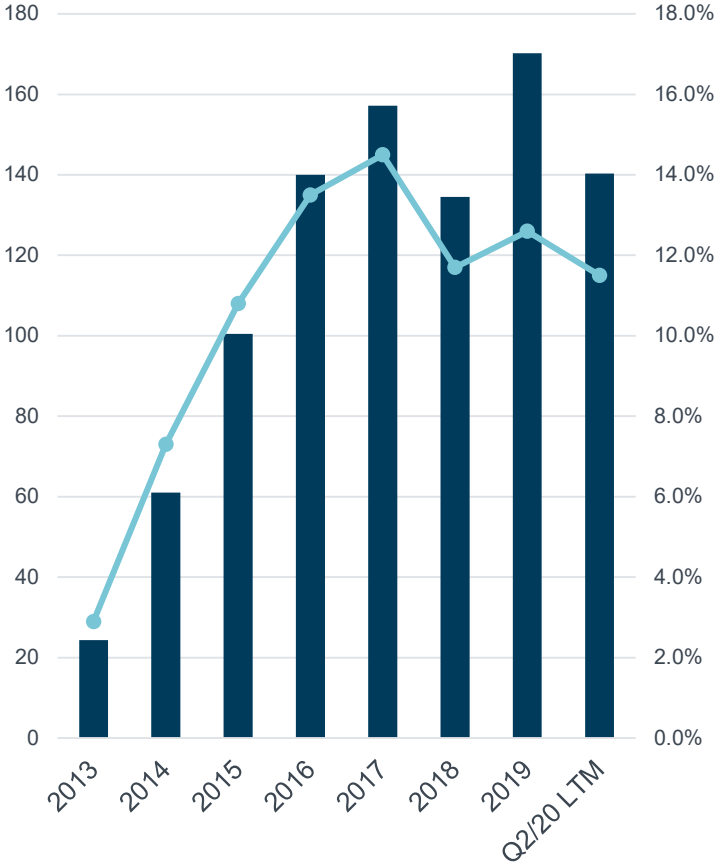
- North America
 - Ottawa, Kansas (Kalmar prod.)
 - Oakland, California (Kalmar R&D)
 - Tallmadge, Ohio (Hiab prod.)
- South America
 - Santo Antonio da Patrulha, Brazil (Hiab prod.)

Comparable operating profit development

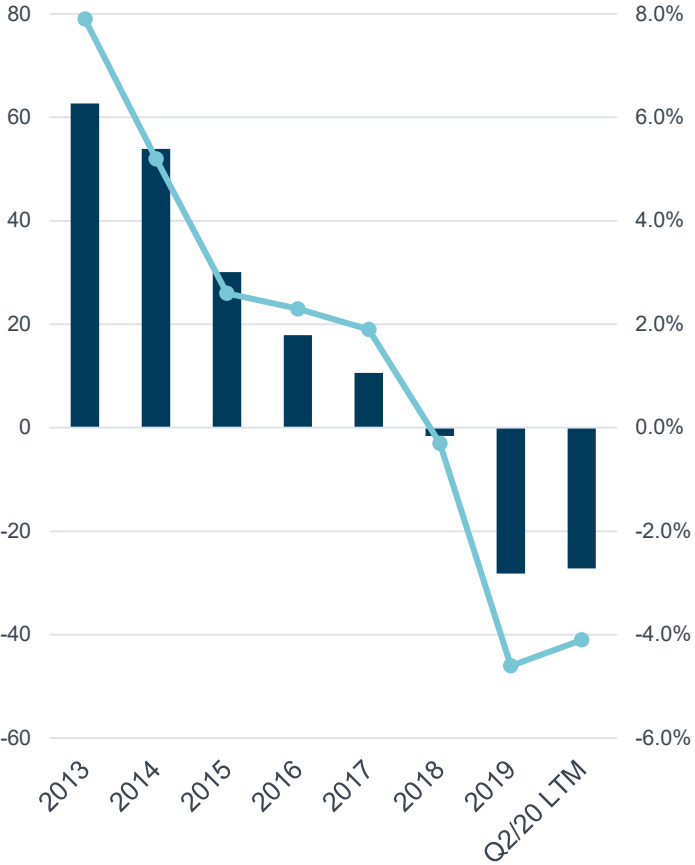
Kalmar



Hiab



MacGregor

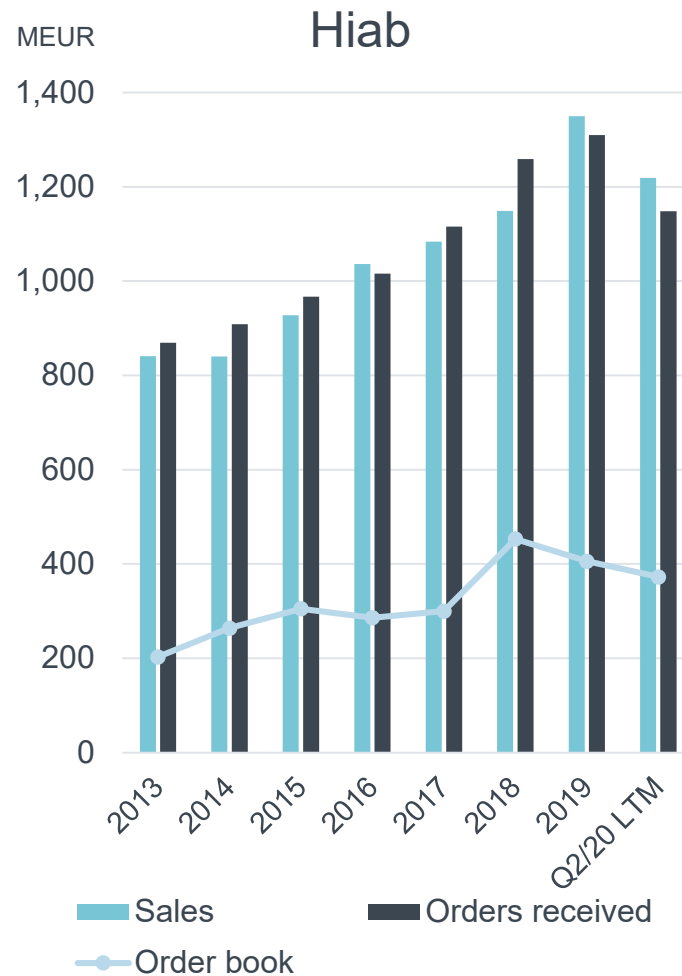
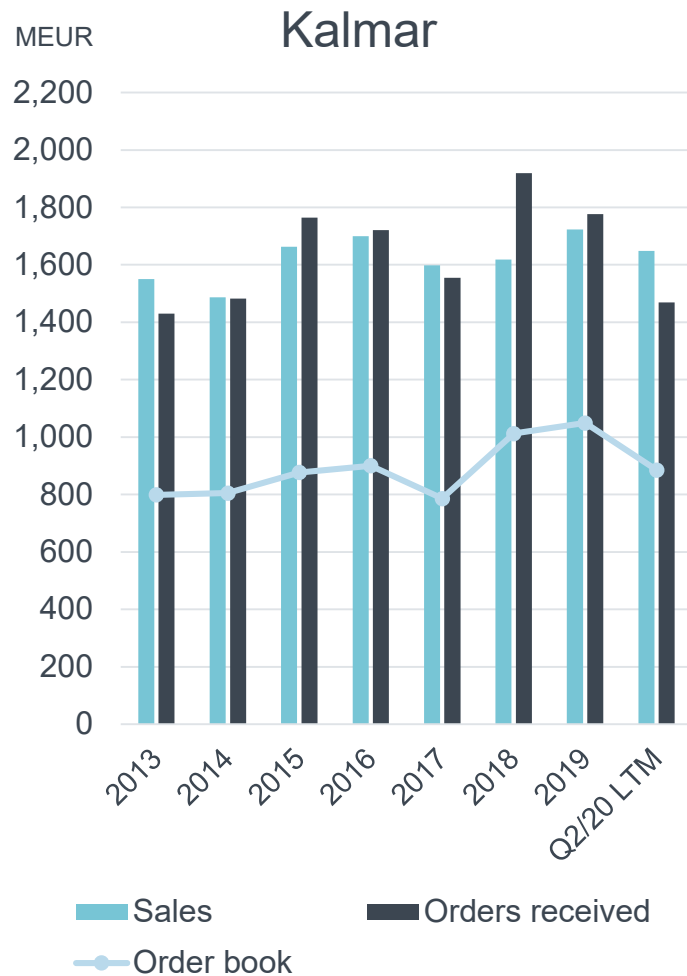


■ Comparable EBIT ● EBIT-%

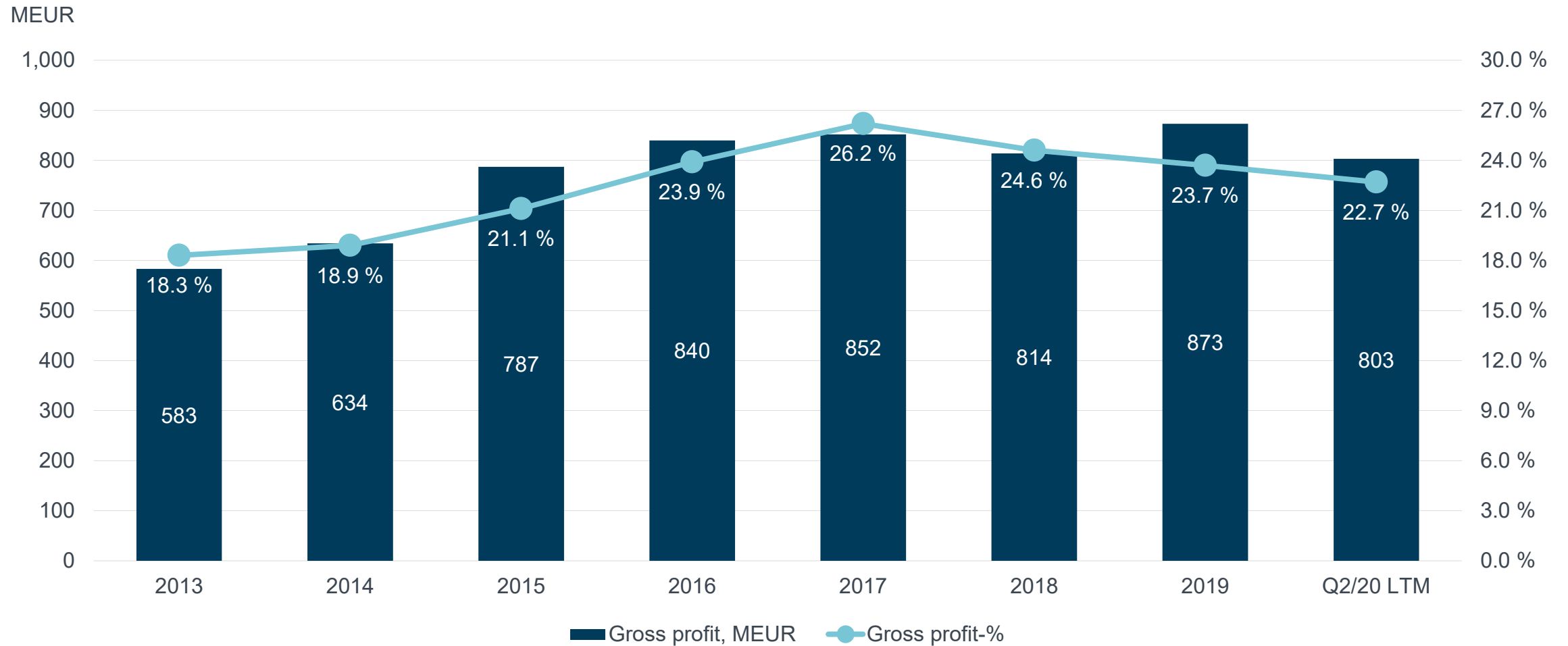
■ Comparable EBIT ● EBIT-%

■ Comparable EBIT ● EBIT-%

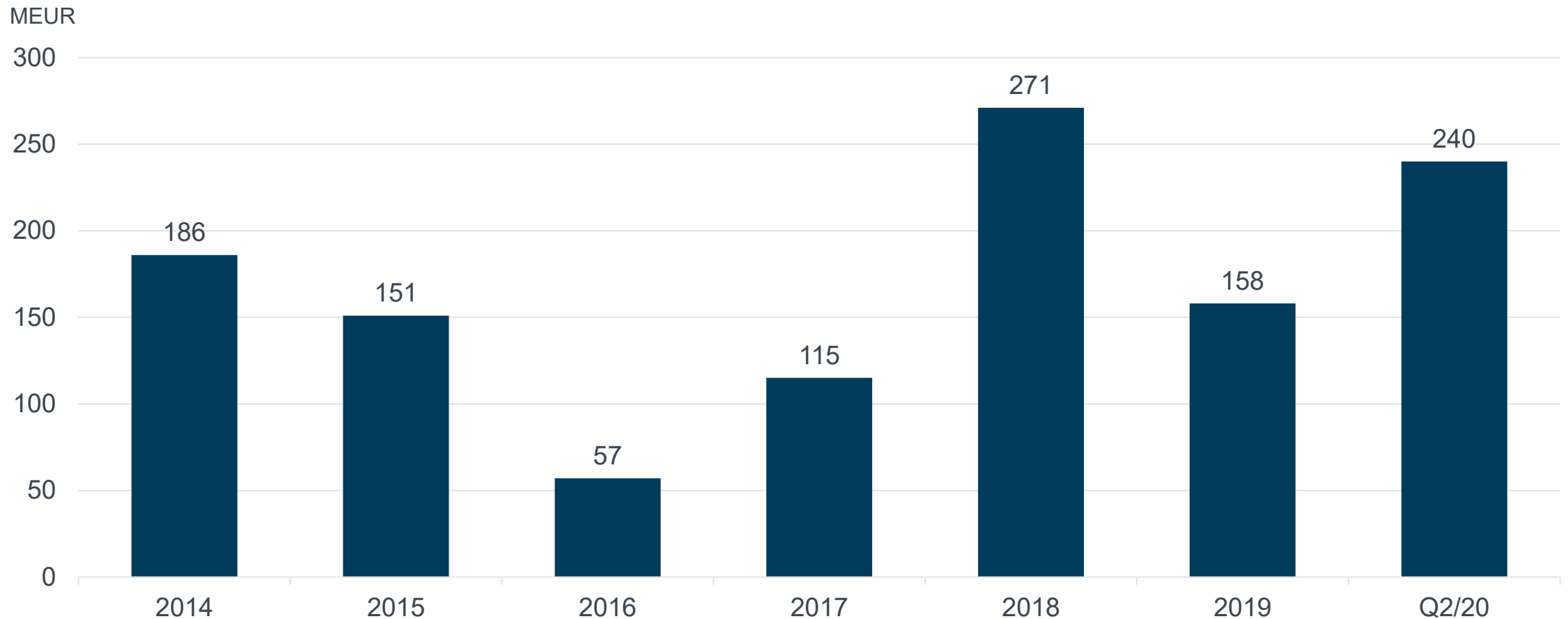
Sales and orders received development



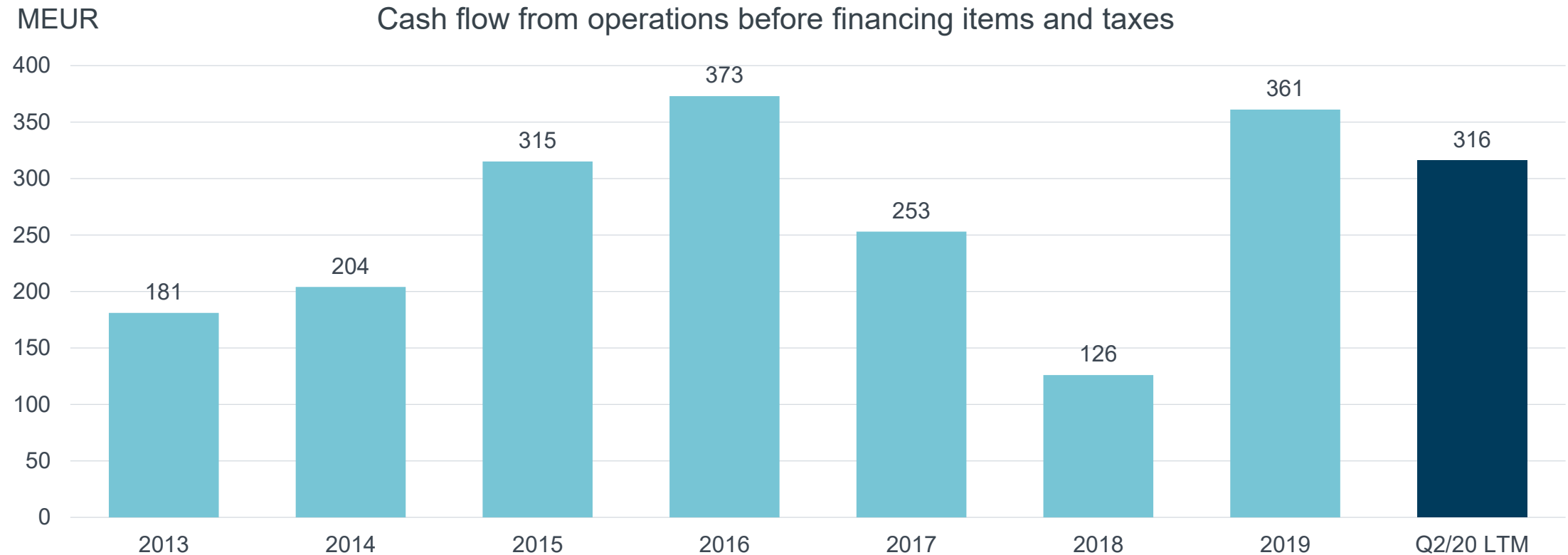
Gross profit development



Net working capital increased due to decrease in accounts payable and increase in inventories



Cash flow from operations development



Income statement Q2 2020

MEUR	Q2/20	Q2/19	Q1-Q2/20	Q1-Q2/19	2019
Sales	755.8	911.4	1,614.0	1,767.3	3,683.4
Cost of goods sold	-592.9	-694.5	-1,261.1	-1,344.1	-2,810.3
Gross profit	162.9	216.9	353.0	423.2	873.1
<i>Gross profit, %</i>	21.6%	23.8%	21.9%	23.9%	23.7%
Other operating income	15.9	7.6	26.4	16.4	33.5
Selling and marketing expenses	-46.2	-58.5	-103.4	-119.3	-238.4
Research and development expenses	-26.8	-26.5	-56.4	-51.5	-105.6
Administration expenses	-52.2	-67.5	-119.4	-131.4	-269.3
Restructuring costs	-72.1	-11.0	-78.5	-16.7	-80.1
Other operating expenses	-3.9	-7.8	-17.1	-15.6	-33.8
Costs and expenses	-185.3	-163.6	-348.5	-318.1	-693.7
Share of associated companies' and joint ventures' net income	2.9	-0.2	2.4	-1.1	0.6
Operating profit	-19.5	53.0	7.0	104.1	180.0
<i>Operating profit, %</i>	-2.6%	5.8%	0.4%	5.9%	4.9%
Financing income and expenses	-8.5	-8.2	-15.3	-16.4	-34.1
Income before taxes	-28.1	44.9	-8.4	87.7	145.9
<i>Income before taxes, %</i>	-3.7%	4.9%	-0.5%	5.0%	4.0%
Income taxes	-8.4	-15.9	-16.8	-27.7	-56.5
Net income for the period	-36.5	29.0	-25.1	60.0	89.4
<i>Net income for the period, %</i>	-4.8%	3.2%	-1.6%	3.4%	2.4%

Net income for the period attributable to:

Equity holders of the parent	-36.3	29.0	-25.0	59.9	89.4
Non-controlling interest	-0.1	0.0	-0.2	0.1	0.0
Total	-36.5	29.0	-25.1	60.0	89.4

Earnings per share for profit attributable to the equity holders of the parent:

Earnings per share, EUR	-0.56	0.45	-0.39	0.93	1.39
Diluted earnings per share, EUR	-0.56	0.45	-0.39	0.93	1.39

Balance sheet 30 June 2020

ASSETS, MEUR	30 Jun 2020	30 Jun 2019	31 Dec 2019
Non-current assets			
Goodwill	1,036.7	994.7	1,058.5
Other intangible assets	276.3	257.2	296.1
Property, plant and equipment	454.6	465.7	489.7
Investments in associated companies and joint ventures	53.7	100.4	120.8
Share investments	30.0	0.3	0.3
Loans receivable and other interest-bearing assets*	27.2	34.8	29.1
Deferred tax assets	128.1	137.7	131.2
Derivative assets	0.0	-	-
Other non-interest-bearing assets	13.3	8.0	10.3
Total non-current assets	2,019.9	1,998.7	2,136.0
Current assets			
Inventories	763.8	752.1	713.0
Loans receivable and other interest-bearing assets*	1.5	1.4	1.3
Income tax receivables	22.3	39.5	24.1
Derivative assets	7.9	10.2	8.5
Accounts receivable and other non-interest-bearing assets	782.7	888.7	924.3
Cash and cash equivalents*	445.3	156.0	420.2
Total current assets	2,023.6	1,847.8	2,091.4
Total assets	4,043.5	3,846.5	4,227.4

EQUITY AND LIABILITIES, MEUR	30 Jun 2020	30 Jun 2019	31 Dec 2019
Equity attributable to the equity holders of the parent			
Share capital	64.3	64.3	64.3
Share premium account	98.0	98.0	98.0
Translation differences	-70.3	-32.8	-33.2
Fair value reserves	-8.8	-9.1	-9.1
Reserve for invested non-restricted equity	57.4	57.4	57.4
Retained earnings	1,182.7	1,228.1	1,247.1
Total equity attributable to the equity holders of the parent	1,323.3	1,406.0	1,424.5
Non-controlling interest	2.5	2.8	2.8
Total equity	1,325.8	1,408.8	1,427.3
Non-current liabilities			
Interest-bearing liabilities*	1,155.4	724.5	953.3
Deferred tax liabilities	37.0	26.9	39.1
Pension obligations	110.4	92.2	110.4
Provisions	5.9	8.0	7.0
Derivative liabilities	0.3	-	-
Other non-interest-bearing liabilities	61.0	62.6	66.0
Total non-current liabilities	1,370.0	914.2	1,175.8
Current liabilities			
Current portion of interest-bearing liabilities*	71.0	230.4	233.0
Other interest-bearing liabilities*	93.9	113.2	38.1
Provisions	105.9	87.3	114.3
Advances received	283.0	216.4	306.3
Income tax payables	23.8	13.8	21.1
Derivative liabilities	9.0	5.9	11.8
Accounts payable and other non-interest-bearing liabilities	761.1	856.6	899.8
Total current liabilities	1,347.7	1,523.5	1,624.3
Total equity and liabilities	4,043.5	3,846.5	4,227.4

*Included in interest-bearing net debt.

Cash flow statement Q2 2020

MEUR	Q1- Q2/20	Q1- Q2/19	2019
Net cash flow from operating activities			
Net income for the period	-25.1	60.0	89.4
Depreciation, amortisation and impairment	74.8	58.1	133.8
Other adjustments	61.8	44.7	87.4
Change in net working capital	-85.1	-90.4	50.4
Cash flow from operations before financing items and taxes	26.4	72.3	361.1
Cash flow from financing items and taxes	-30.2	-56.0	-57.6
Net cash flow from operating activities	-3.8	16.3	303.5

Net cash flow from investing activities			
Acquisitions of businesses, net of cash acquired	-11.6	-3.9	-109.5
Disposals of businesses, net of cash sold	1.4	-	0.3
Cash flow from investing activities, other items	-10.2	-24.4	-41.4
Net cash flow from investing activities	-20.4	-28.3	-150.6

Net cash flow from financing activities			
Treasury shares acquired	-	-2.2	-2.2
Repayments of lease liabilities	-22.0	-20.7	-45.5
Proceeds from long-term borrowings	249.5	50.0	298.1
Repayments of long-term borrowings	-198.6	-151.8	-168.3
Proceeds from short-term borrowings	82.0	115.0	271.6
Repayments of short-term borrowings	-30.7	-40.0	-257.8
Profit distribution	-35.2	-35.6	-71.0
Net cash flow from financing activities	45.2	-85.3	24.9

Change in cash and cash equivalents	20.9	-97.3	177.8
--	-------------	--------------	--------------

Cash and cash equivalents, and bank overdrafts at the beginning of period	409.8	225.5	225.5
Effect of exchange rate changes	-1.8	3.3	6.6
Cash and cash equivalents, and bank overdrafts at the end of period	429.0	131.4	409.8

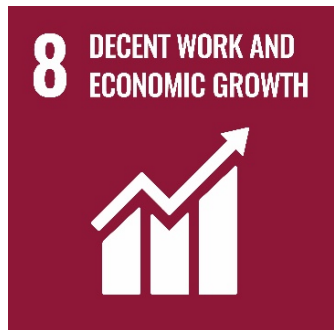
Bank overdrafts at the end of period	16.4	24.5	10.4
Cash and cash equivalents at the end of period	445.3	156.0	420.2



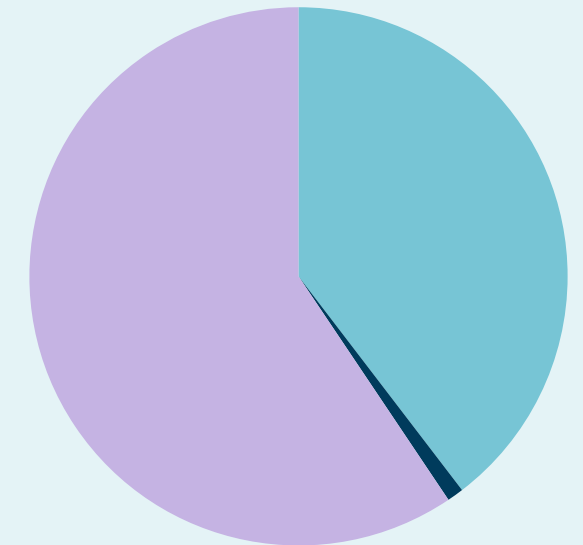
Sustainability as a driver for future growth

Climate solutions is our focus area in sustainability

SUSTAINABLE
DEVELOPMENT
GOALS



Greenhouse gas emissions*



- Sourcing
- Cargotec's own operations
- Use of sold products*

LIFETIME SAVINGS OF KALMAR'S ELECTRIC TERMINAL TRACTOR

179

CARS OFF
THE ROAD FOR A YEAR



-389

TONS CO₂



1.5

Let's reduce CO₂ emissions at least 50 percent by 2030.
This is critical for limiting global warming to 1.5 degrees.

Sustainability is a great business opportunity

We serve an industry, which produces the majority of emissions as well as GDP in the world

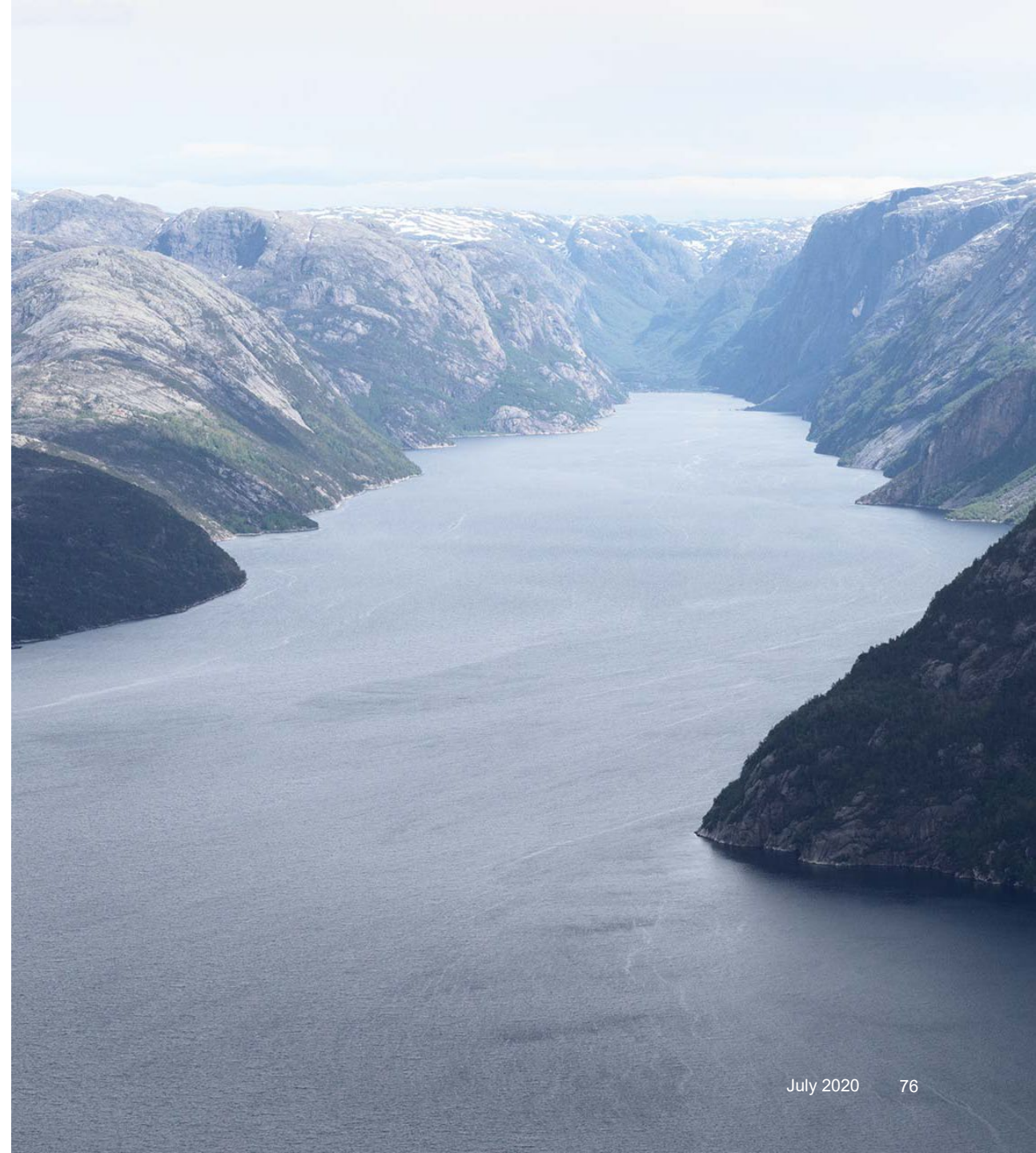
- Inefficient industry with potential to improve

Our vision to be the leader in intelligent cargo handling also drives sustainability

- Increasing efficiency and life-time solutions

We are in a position to be the global frontrunner, setting the sustainability standards for the whole industry

- We are ready to shape the industry to one that is more sustainable





Sea Freight Transport is by far the most sustainable transport mode in terms of emissions

Compared to transportation of goods

→ by trains, sea freight emits
~2-3 times less emissions

→ by trucks, sea freight emits
~3-4 times less emissions

→ by air cargo, sea freight emits
~14 times less emissions

Mitigating climate change with low carbon solutions for customers is a great opportunity for us

Offering for eco-efficiency product group sales account for 21% of the total revenue in 2019

Systems efficiency



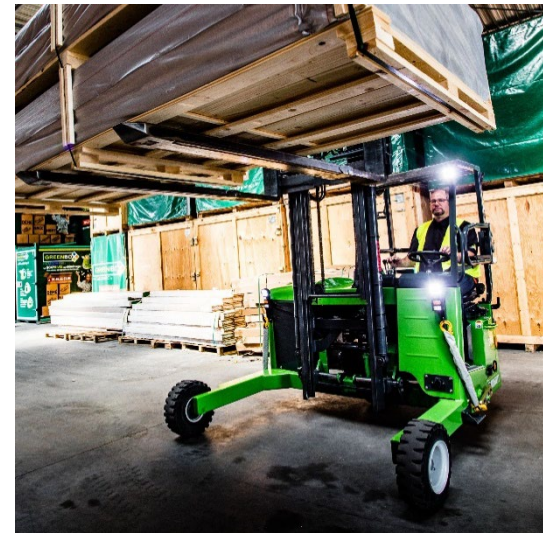
- Visibility to identify inefficient use of resources and fuel
- Software and design system

Efficiency for environmental industries



- Offering to support the operations in environmental industries
- Cargotec solutions for environmental industries

Emission efficiency



- Technology to enable fuel and emission efficient offering
- Products with features to decrease fuel usage and avoidance of maritime hydraulic oil emissions

Resource efficiency



- Service enabling the extended usage of products or new applications
- Product conversions and modernisations

Performance highlights 2019

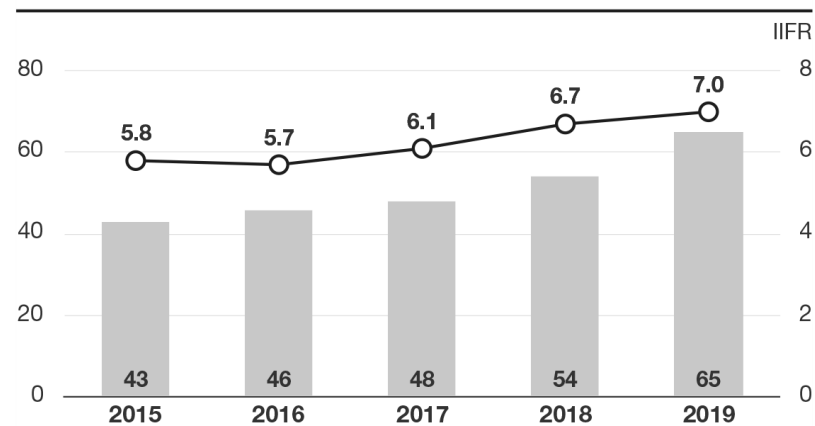
Code of Conduct panel and case investigation process in place

All new direct material suppliers have been audited against Cargotec Supplier Criteria

93 percent of the strategic suppliers were invited to the sustainability self-assessment tool process

89 percent of direct sourcing spend covered by Supplier Code of Conduct

INDUSTRIAL INJURY FREQUENCY RATE*



■ Number of lost time injuries
● Cargotec IIFR**

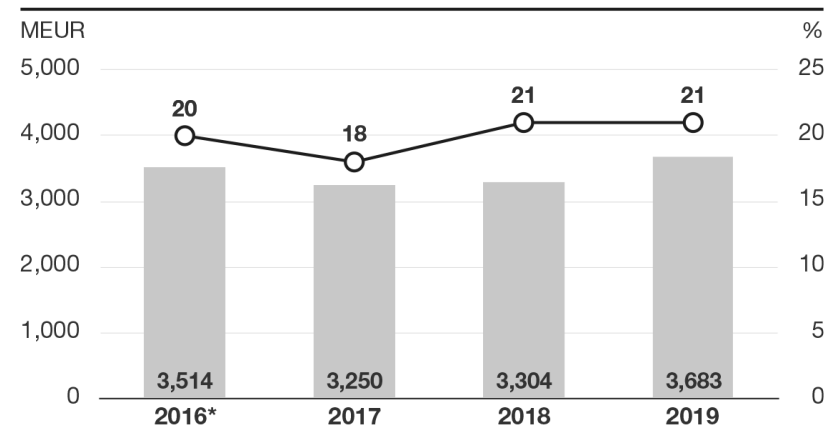
* Cargotec assembly sites ** Number of injuries per million hours worked

33% of our electricity use from certified renewable sources

Offering for eco-efficiency 21% of total sales

Strategy formulation for managing climate-related risks and opportunities initiated

OFFERING FOR ECO-EFFICIENCY



■ Total sales
● Offering for eco-efficiency, % of sales

* The 2016 share of sales is a company estimate and the figure has not been audited

Kalmar appendix

The current replacement market size for key terminal equipment is EUR 1 billion annually and the market is expected to double in the next decade

Total Capacity MTEU



Replacement after lifetime of equipment

The replacement market will grow in coming years, as the container terminal capacity has expanded significantly during the last two decades.

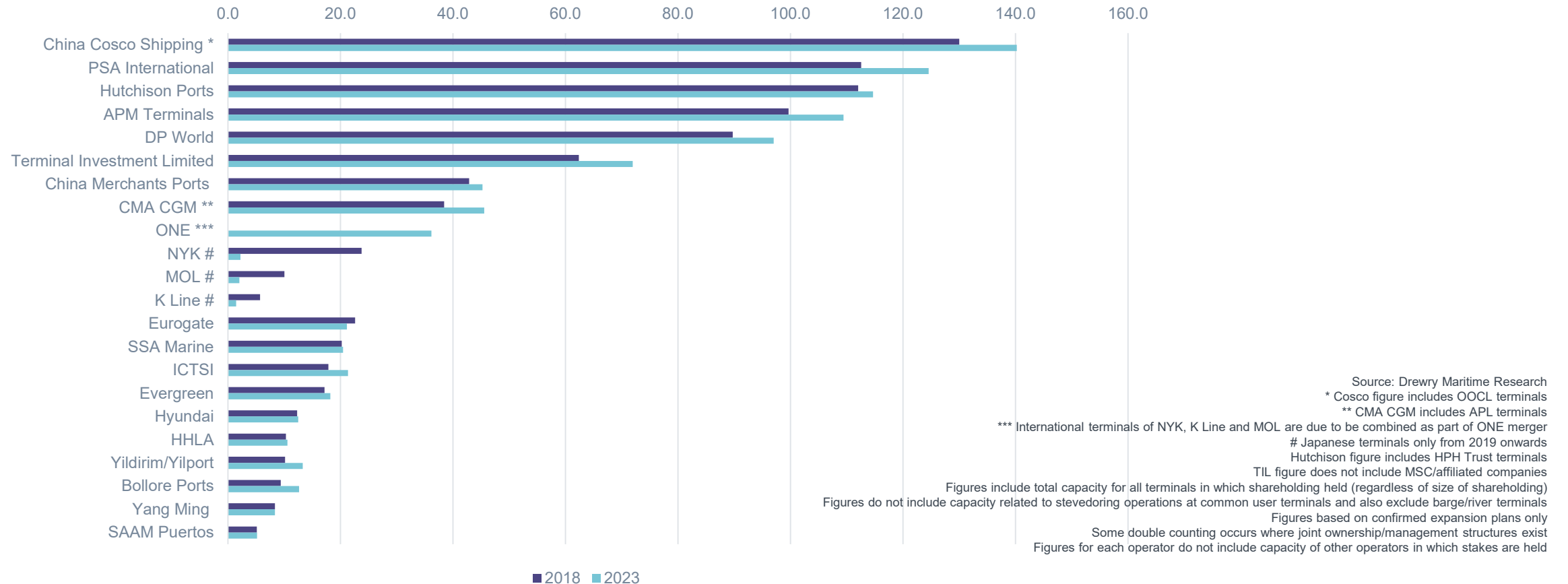
Average lifetime of type of equipment:

- STS - 25 yrs
- RTG -15 yrs
- SC - 8-10 yrs
- RS/ECH/TT – 8 yrs

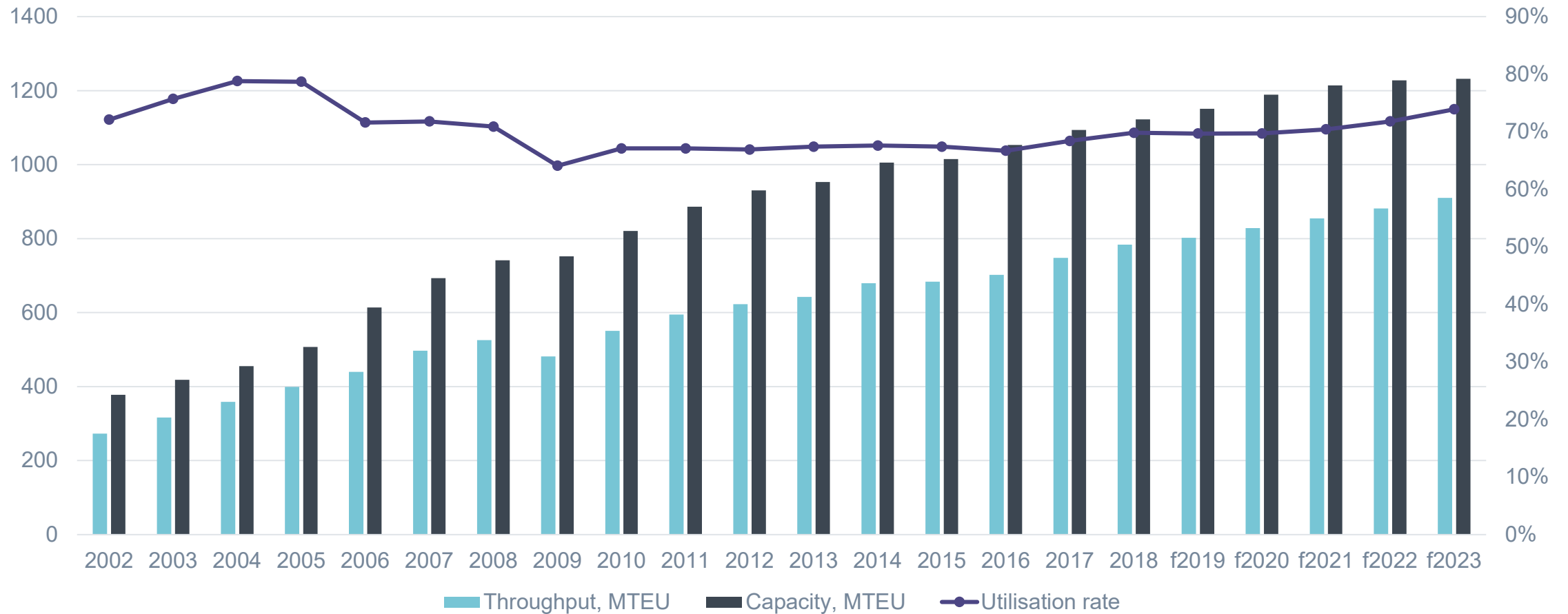
Source: Drewry reports: Global Container Terminal Operators 2001-2016 Note: 1995-2000 capacity is estimation based on the assumption that the utilisation rate has been between 70-72% in that period. 2019-2023 forecast based on Drewry's Global container terminal operators report, published in Q4/2019

Global container terminal operators – Most capacity expected to be added by Cosco

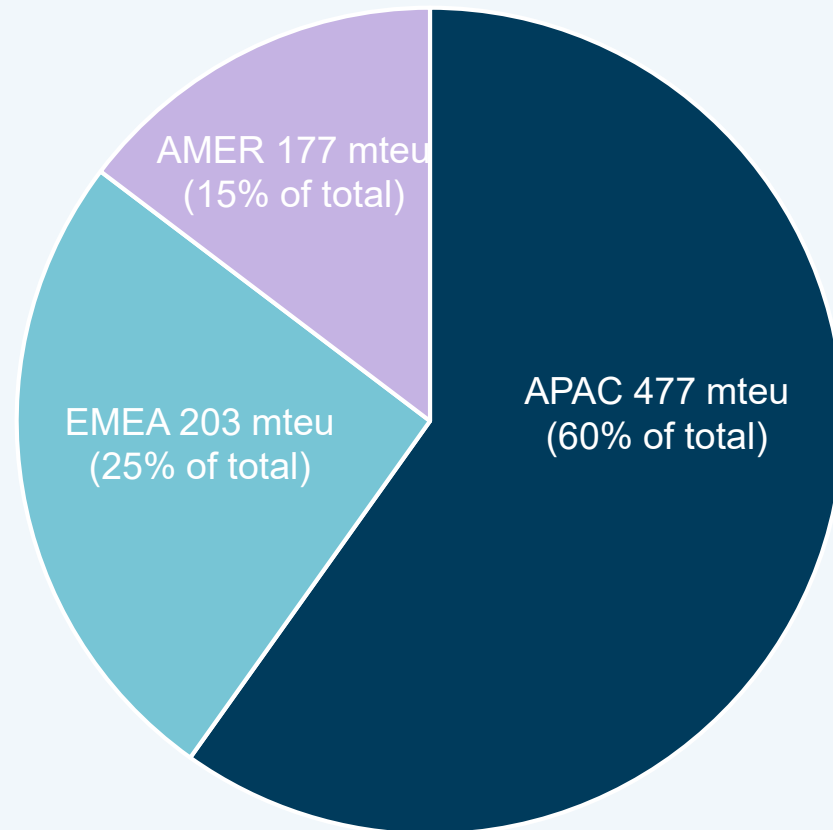
Global/international terminal operators' capacity development, 2018-2023 (MTEU)



Global container throughput and capacity development



60% of global container throughput is expected to take place in APAC in 2020



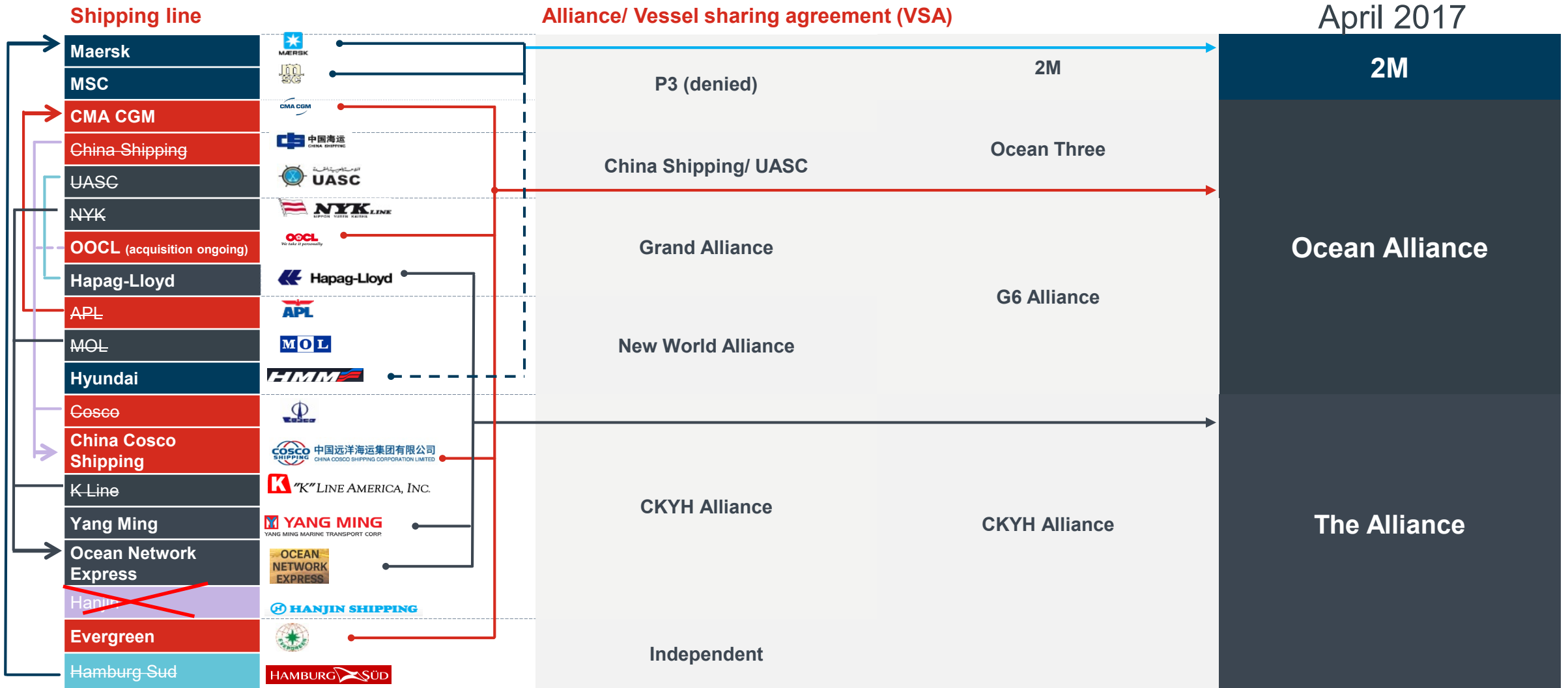
Source: Drewry container forecaster Q4 2019

Global container throughput expected to decrease 0.5% in 2020

- APAC -0.2% (-1 mteu)
- EMEA -1.3% (-3 mteu)
- AMER -0.3% (-0 mteu)

→ Drewry states that its scenario is not a "worst-case" COVID-19 scenario and that a more significant decrease is possible

Three alliances controlling about 80% of global container fleet capacity

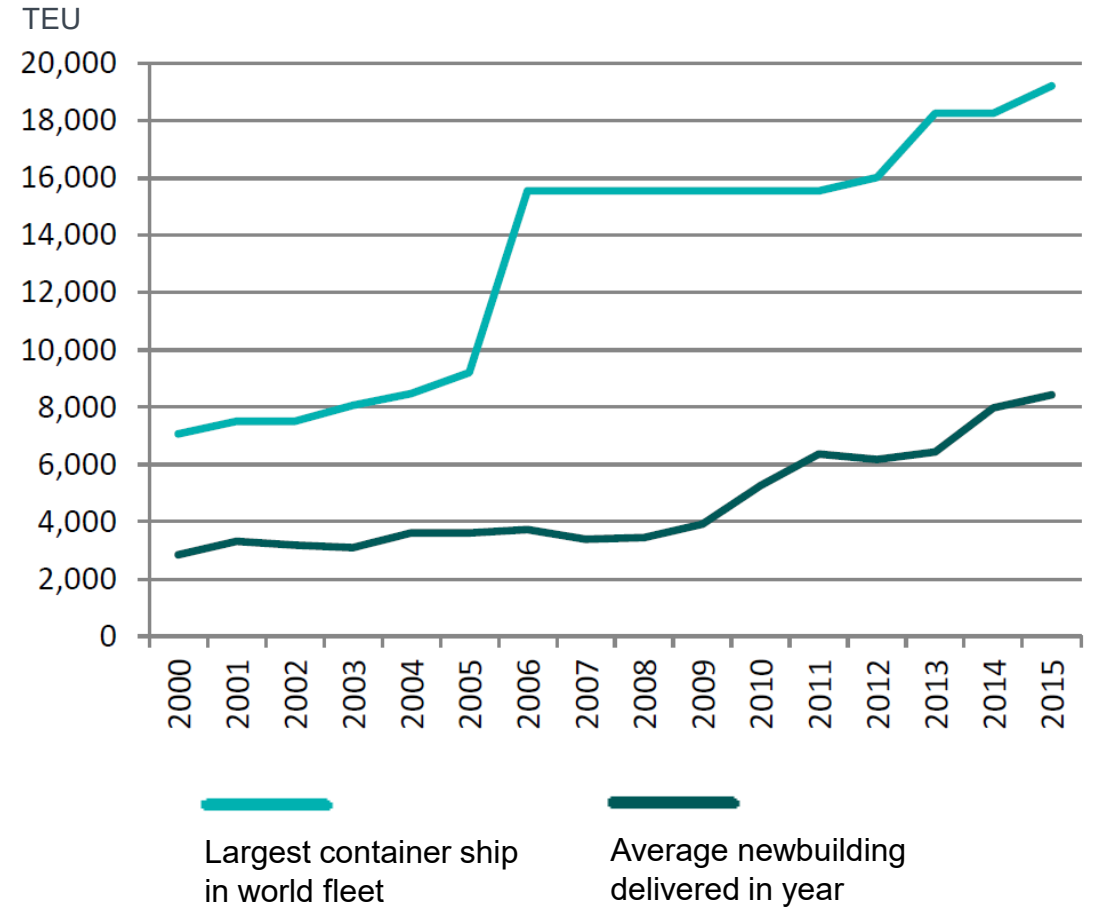


Total: 17
(9 after further consolidations)

- The arrows indicate changes, confirmed or planned, through M&A or JV over the last 18 months. Hanjin bankrupt. Hyundai isn't currently officially part of any alliance, but formed a cooperative relationship with 2M.
- Ocean Network Express (ONE) launch April 2018.
- COSCO Shipping's planned acquisition of OOCL expected to be completed by the end of June
- Analyse excludes Zim, PIL and Wan Hai

Ship sizes increasing dramatically

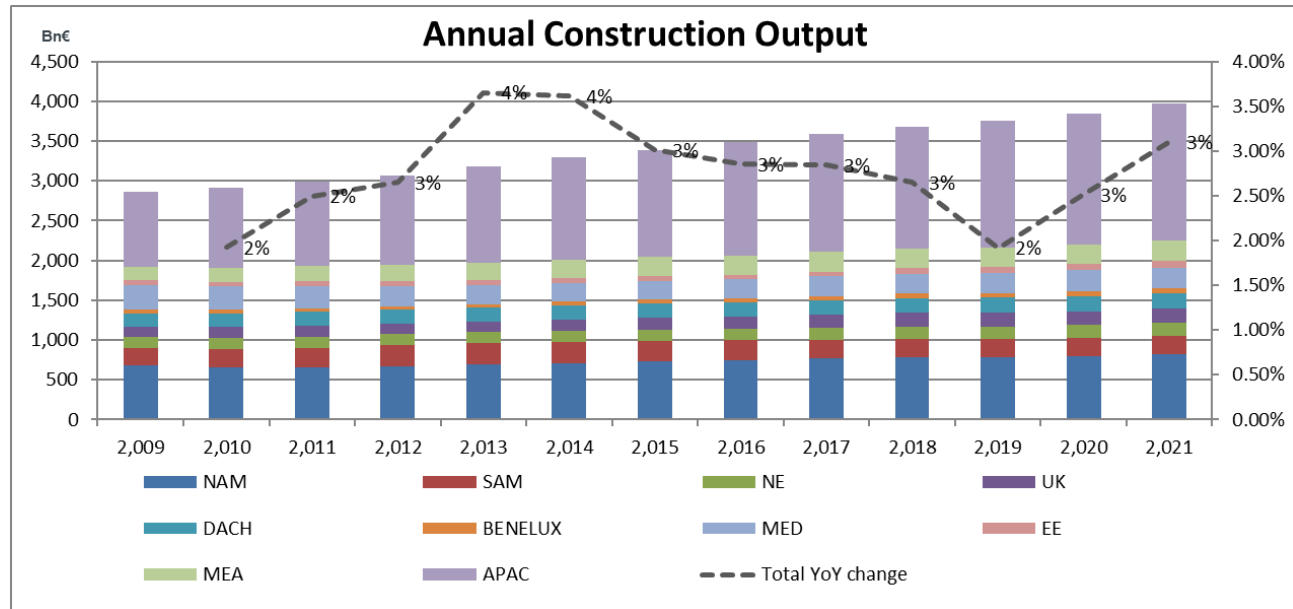
- The largest containership in the fleet has nearly tripled since 2000
- The average size of new builds doubles between 2009 and 2014



Source: Drewry November 2015

Hiab appendix

Construction output forecast

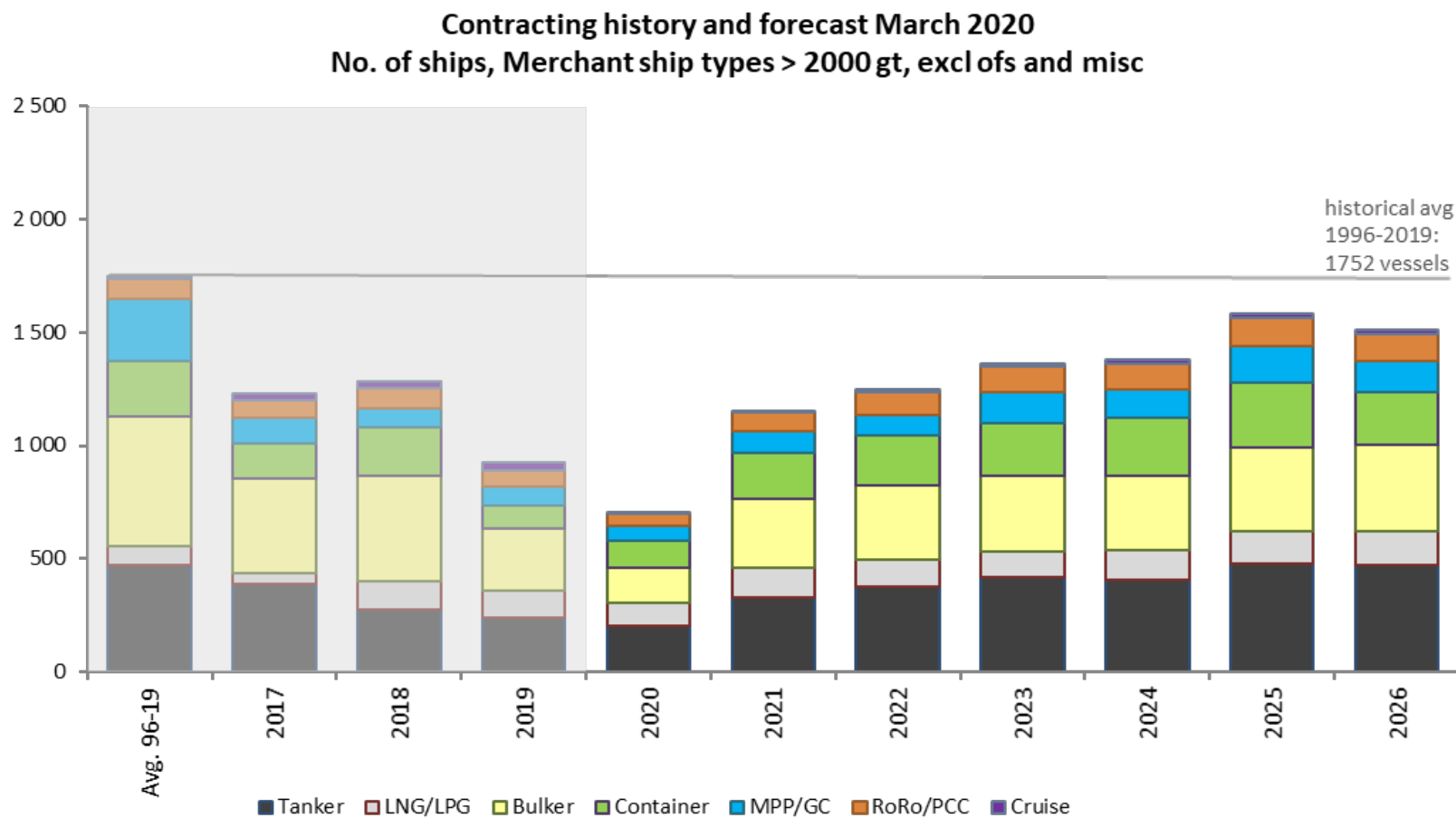


	Percentage point change vs last forecast					YoY changes				
	2017	2018	2019	2020	2021	2017	2018	2019	2020	2021
NAM	1.2%	-0.5%	-0.8%	-0.3%	-0.2%	2.6%	2.0%	-0.1%	2.2%	2.1%
SAM	0.3%	0.4%	-1.2%	-1.8%	-1.0%	-3.3%	-1.4%	-2.1%	0.9%	2.4%
NE	-0.2%	-0.3%	-1.6%	-0.1%	-0.1%	2.5%	5.1%	1.4%	1.9%	1.8%
UK	-0.7%	-0.7%	-0.2%	-1.3%	-0.3%	6.7%	0.1%	2.0%	0.4%	1.4%
DACH	-1.9%	0.5%	0.5%	-0.6%	-0.2%	1.0%	3.3%	2.7%	0.9%	1.1%
BENELUX	2.0%	1.2%	-0.8%	-0.6%	-0.1%	5.1%	6.3%	4.4%	0.9%	1.3%
MED	-0.4%	-0.9%	0.6%	-0.6%	-0.1%	2.9%	2.1%	2.9%	1.7%	2.0%
EE	0.1%	-1.3%	2.4%	-0.1%	-0.1%	4.7%	10.6%	6.7%	3.0%	2.9%
MEA	0.3%	-0.2%	0.0%	-0.2%	-0.2%	2.1%	-2.1%	-0.1%	2.7%	3.7%
APAC	0.0%	0.0%	-1.1%	-0.3%	0.3%	3.8%	4.1%	3.4%	3.6%	4.4%
Total	0.2%	-0.2%	-0.7%	-0.5%	0.0%	2.8%	2.7%	1.9%	2.5%	3.1%

MacGregor appendix

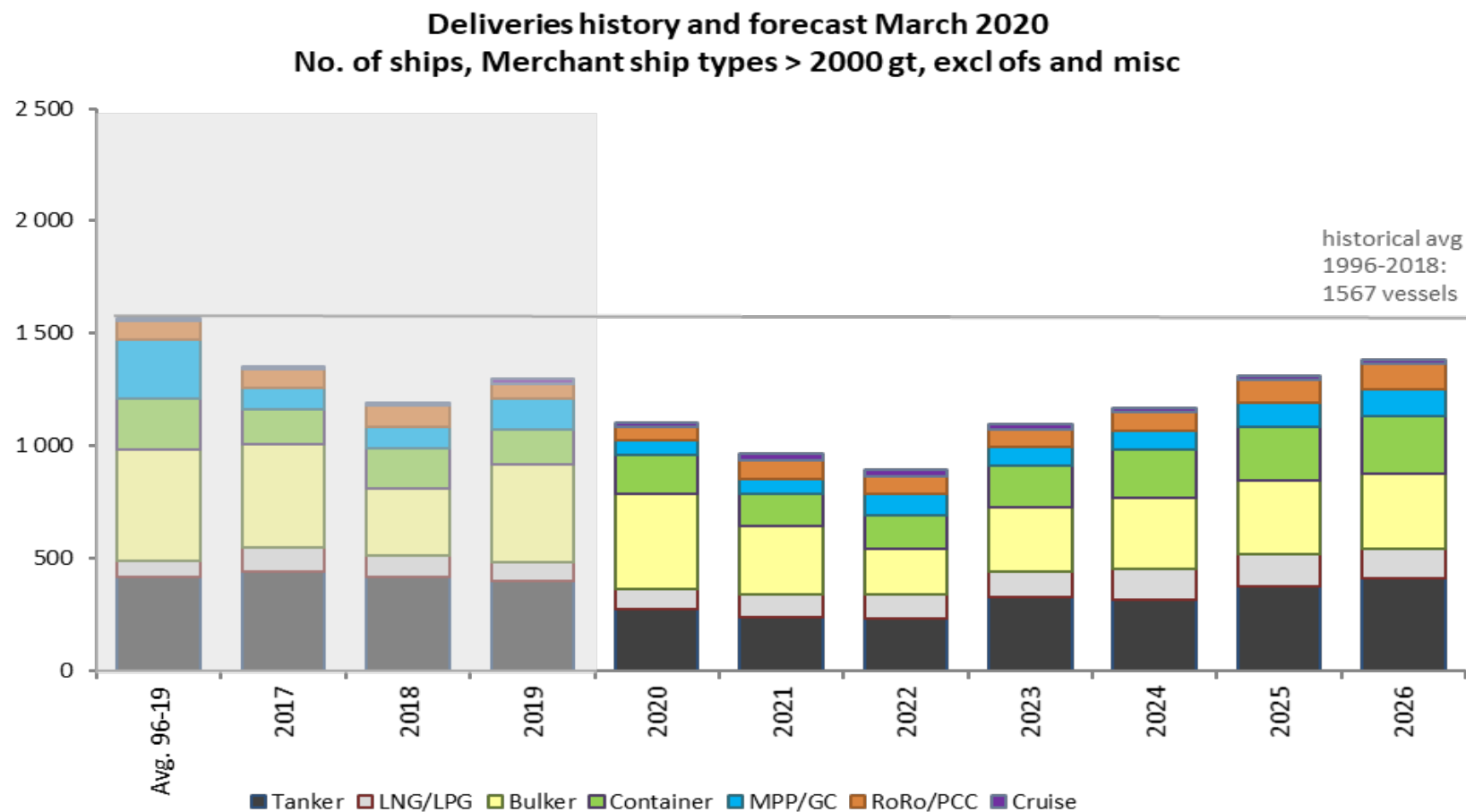
Merchant ships: Contracting forecast by shiptype (no of ships)

Merchant ship types > 2000 gt excl offshore and misc, base case

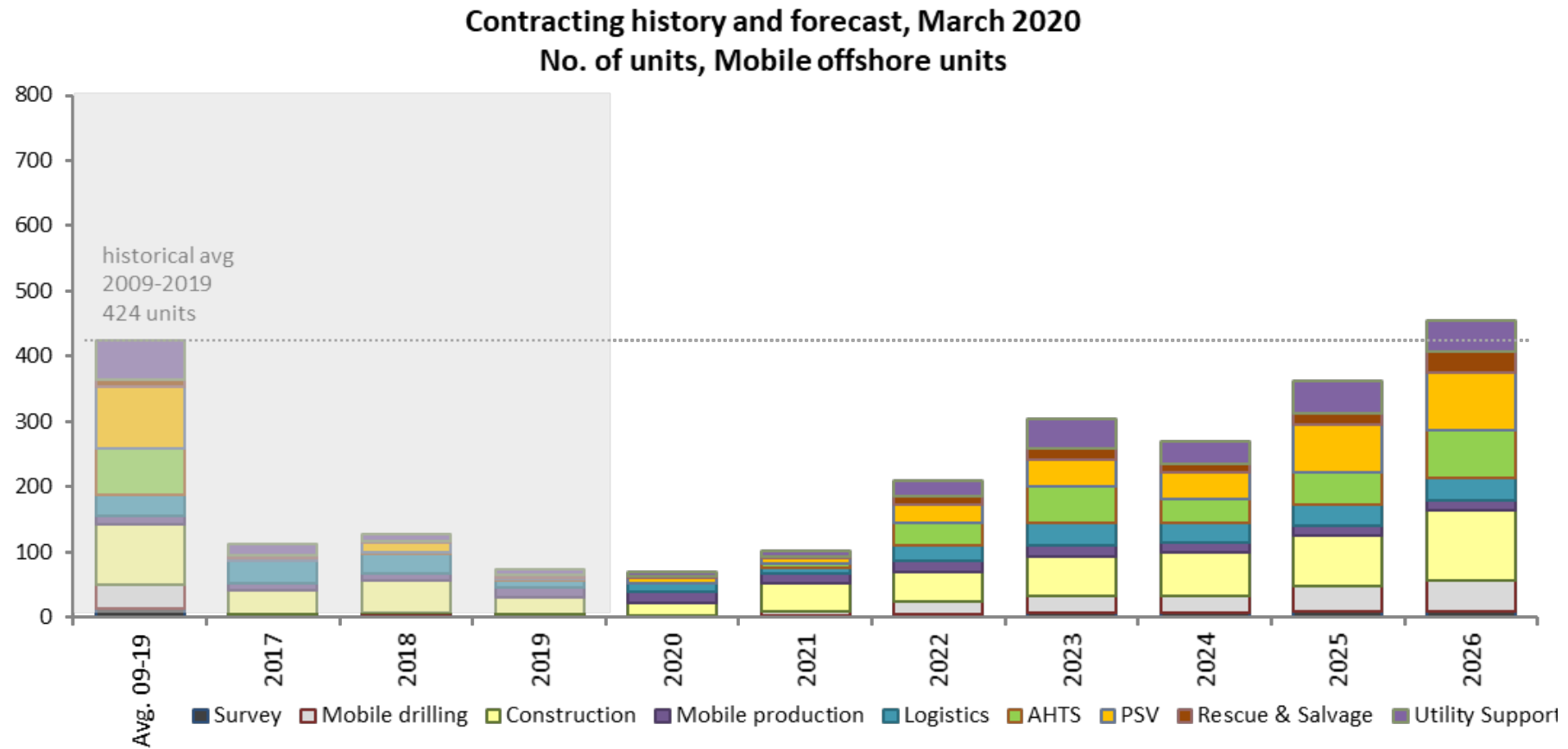


Merchant ships: Deliveries forecast by shiptype (no of ships)

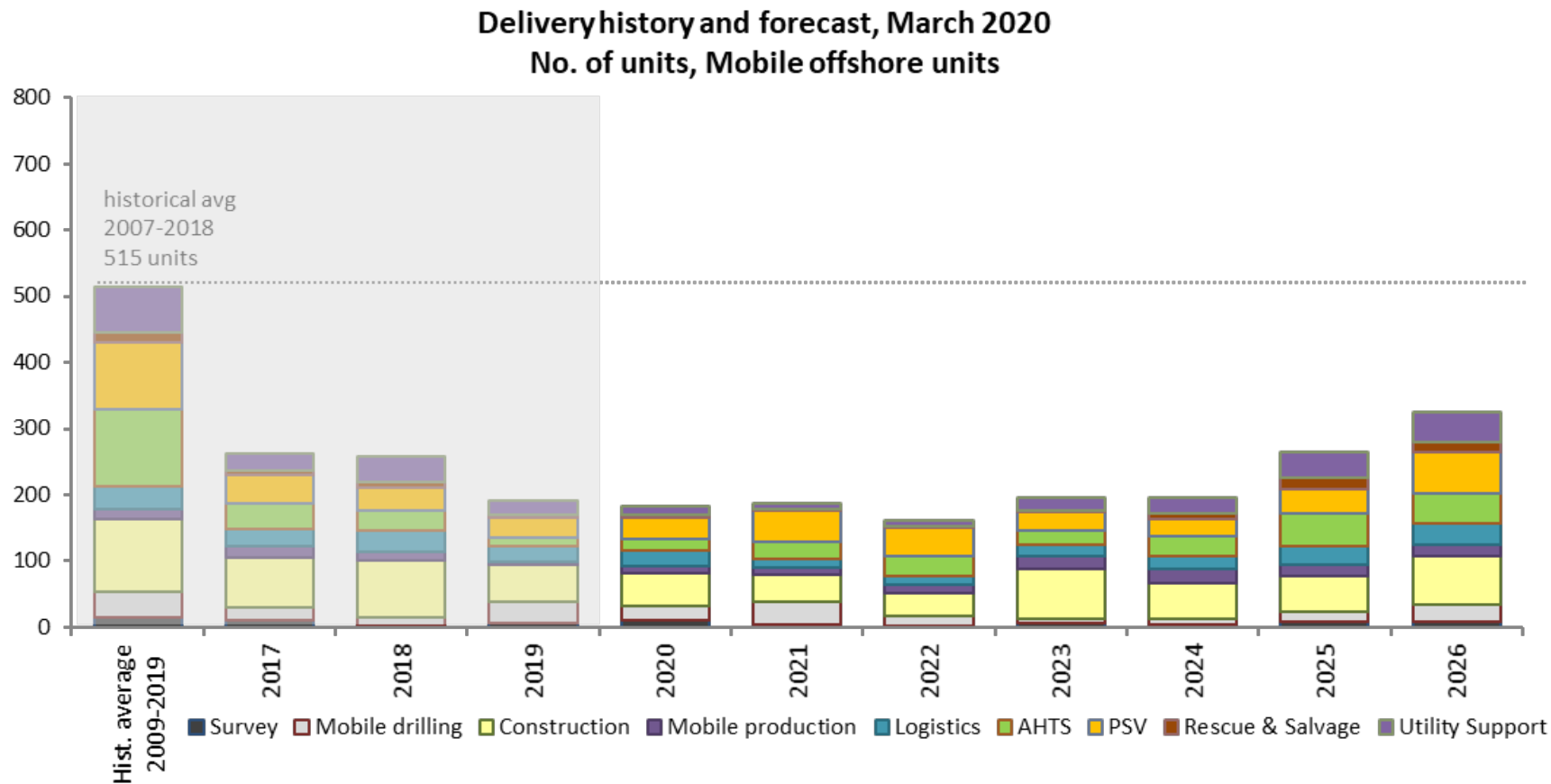
Merchant ship types > 2000 gt excl offshore and misc, base case



Offshore mobile units: Contracting forecast by shiptype (number of units)



Offshore mobile units: Deliveries forecast by shiptype (number of units)

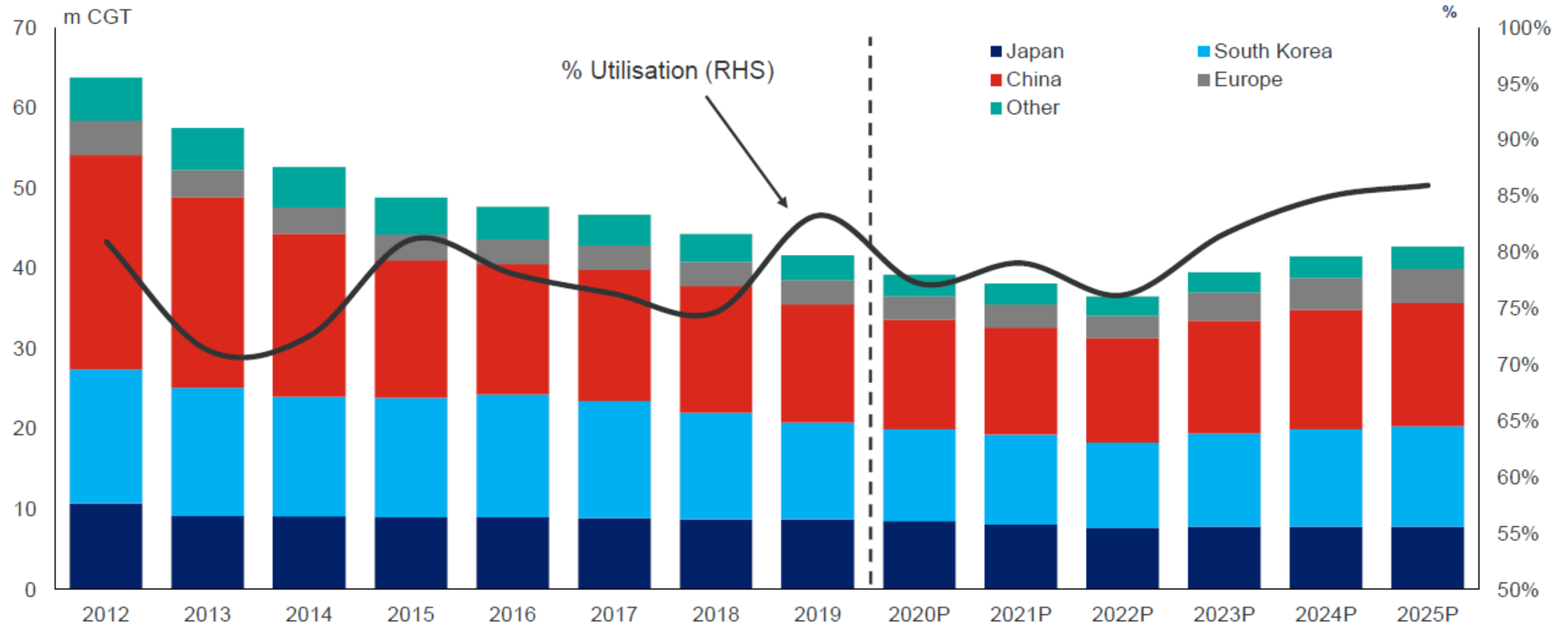


Shipbuilding – contracting ships >2000 gt/dwt

Global Contracting Activity (1st January 2020)												
	No.				\$bn				m. CGT			
	2017	2018	2019	%y-o-y*	2017	2018	2019	%y-o-y*	2017	2018	2019	%y-o-y*
TOTAL (>2,000 Dwt/GT**)	1,290	1,358	899	-34%	71.5	79.1	74.0	-7%	29.8	35.0	25.7	-27%
Vessel Type												
Bulkers	423	467	252	-46%	12.4	14.2	8.2	-42%	9.1	9.7	5.2	-46%
Tankers	381	270	215	-20%	15.4	12.3	10.3	-16%	8.6	6.4	5.2	-18%
Containerships	154	216	97	-55%	6.1	11.2	6.5	-42%	4.0	6.2	3.4	-46%
Gas Carriers	48	126	118	-6%	4.3	15.3	14.1	-8%	1.8	6.8	5.7	-16%
Offshore	47	62	33	-47%	8.5	5.2	8.2	56%	0.8	1.1	1.1	0%
Others	237	217	184	-15%	24.9	20.9	26.7	27%	5.4	4.8	5.1	5%
Builder Country/Region												
China	611	526	370	-30%	20.0	20.8	20.2	-3%	12.2	10.6	8.5	-19%
South Korea	204	292	215	-26%	18.0	27.8	22.5	-19%	7.9	13.4	9.6	-28%
Japan	218	389	190	-51%	6.2	12.4	6.3	-49%	3.6	7.3	3.5	-53%
Europe	106	99	87	-12%	23.3	16.5	23.6	43%	4.1	2.9	3.5	22%
Other	151	52	37	-29%	4.1	1.7	1.4	-17%	2.0	0.8	0.5	-33%

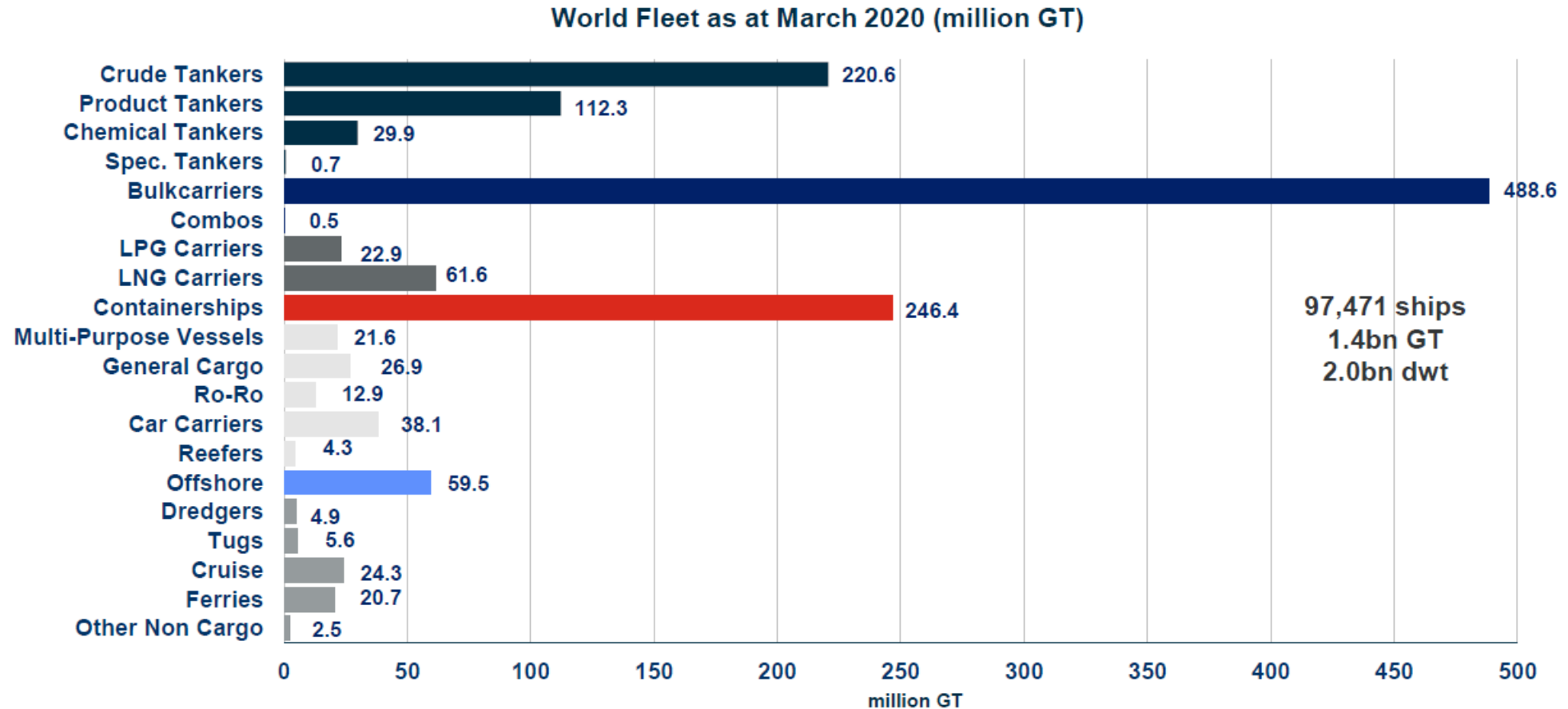
Shipbuilding capacity and utilisation scenario

Capacity projected to reach low at end 2022



Shipping – The world fleet

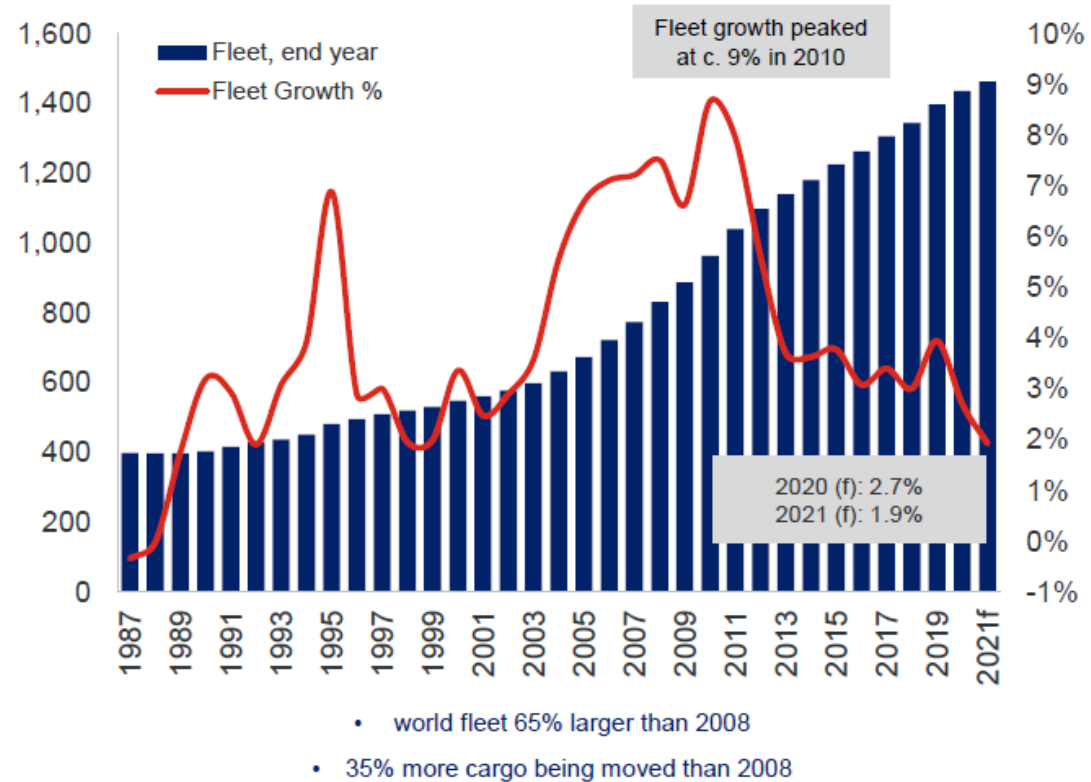
World fleet comprises currently roughly 97,000 ships



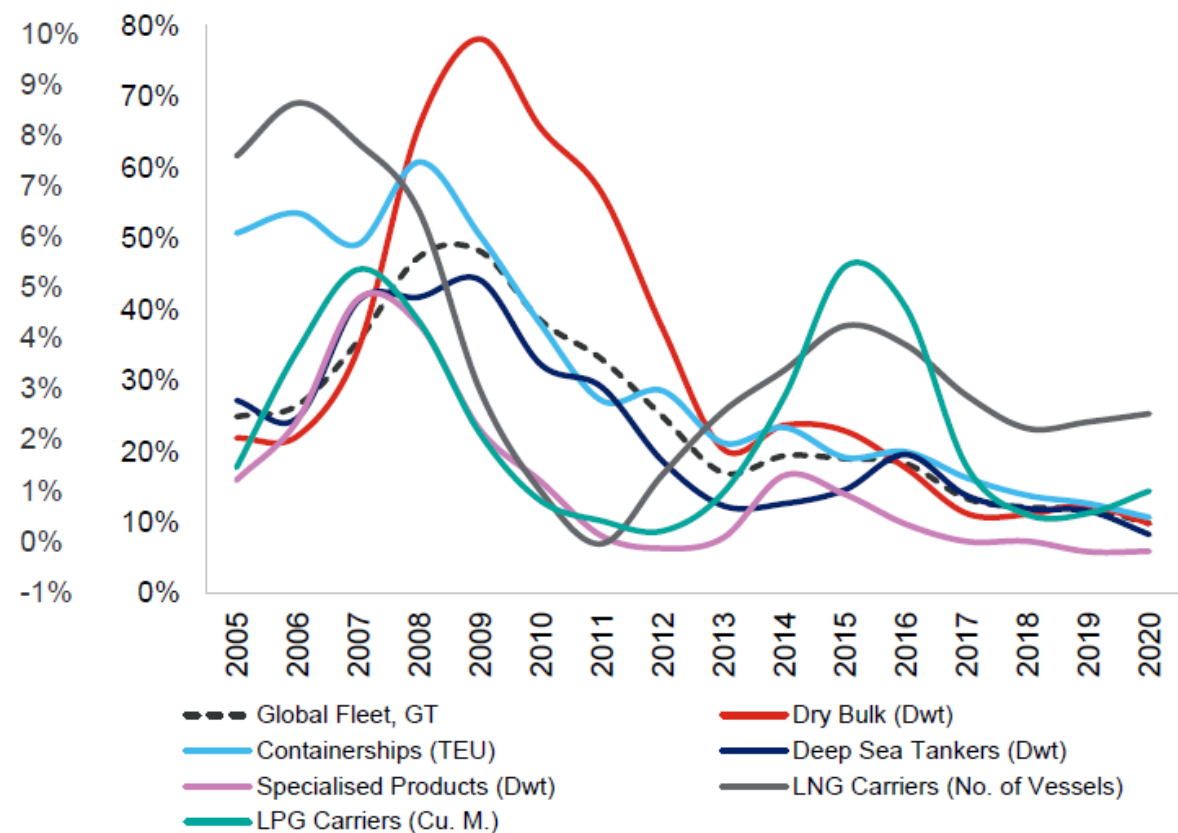
World fleet and order book development

World fleet growth slowing; orderbook at historically low level at ~10% of the sailing fleet

Development of World Fleet, million GT

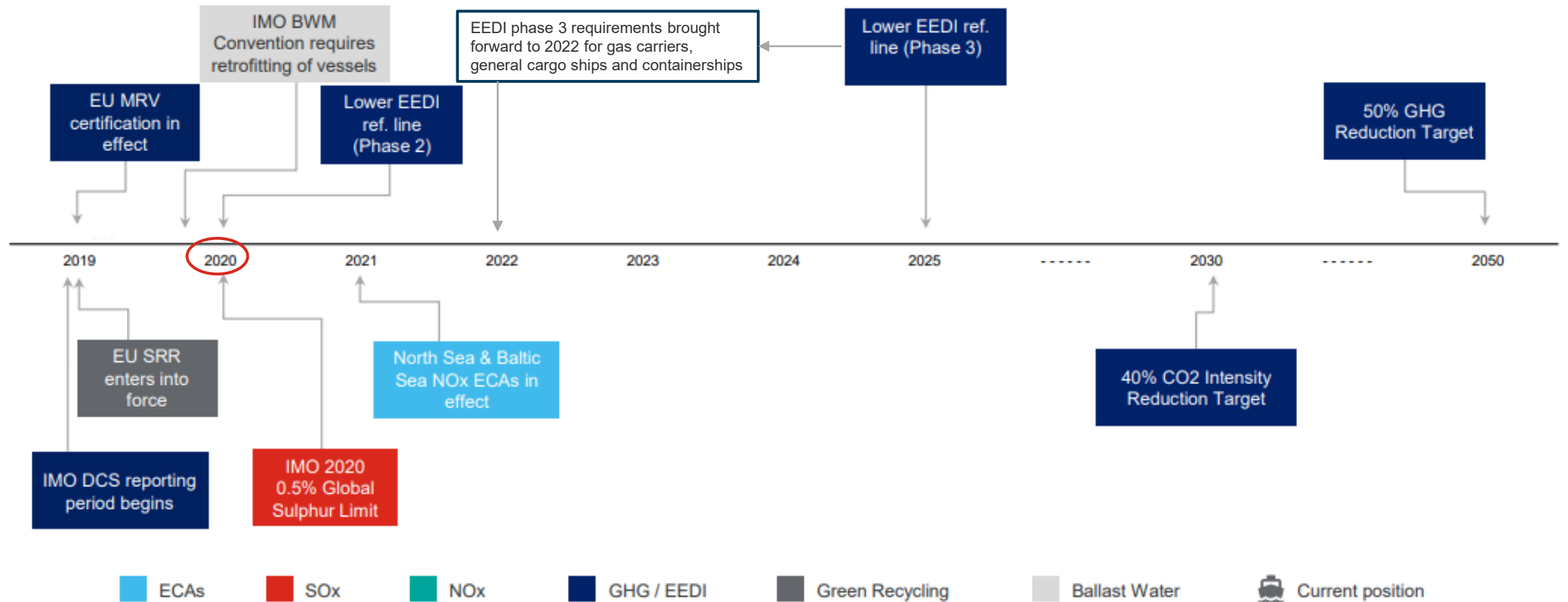


Orderbook as % of fleet – lowest for 20 years

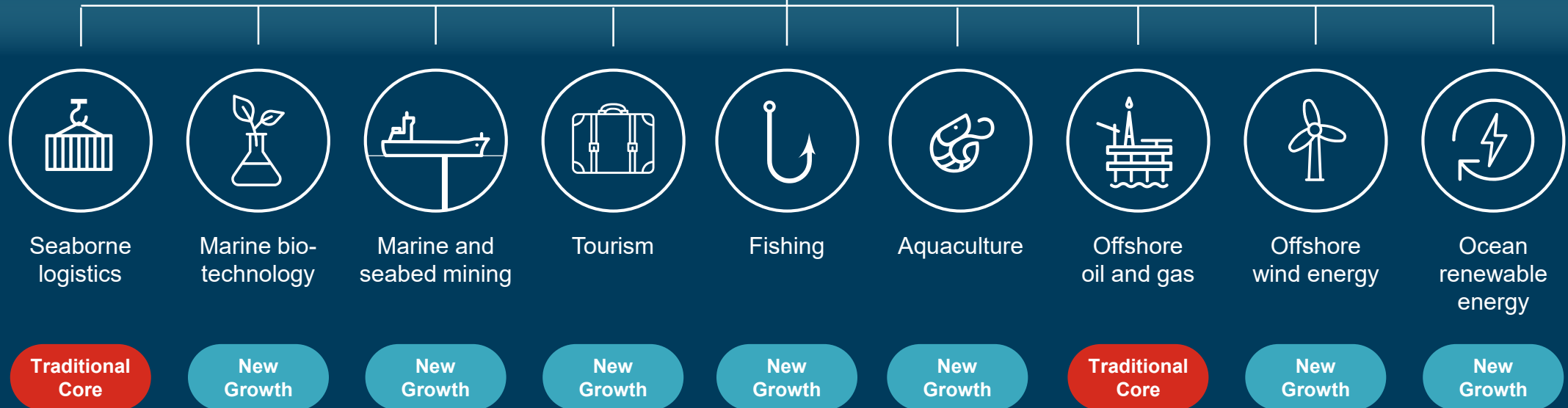


Environmental regulation continues to accelerate

Shipping decarbonisation high on the agenda



Blue Growth, aquaculture and offshore wind energy offer us new interesting growth opportunities



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.

All the discussion topics presented during the session and in the attached material are still in the planning phase. The final impact on the personnel, for example on the duties of the existing employees, will be specified only after the legal requirements of each affected function/ country have been fulfilled in full, including possible informing and/or negotiation obligations in each function / country.

