





Q4 2013 Stockholm road show – 1 April 2014

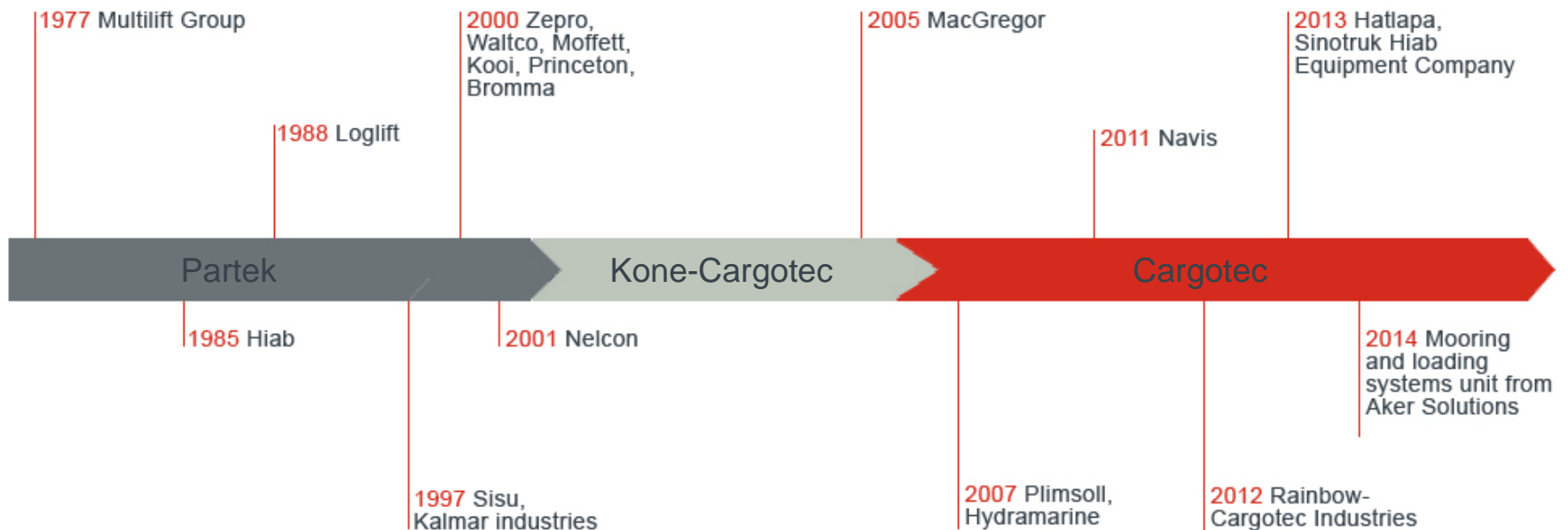
President and CEO Mika Vehviläinen

Cargotec in brief



Cargotec history

Today's Cargotec is the result of a series of mergers and acquisitions between industry leaders in cargo and load handling business.



Cargotec's business areas

MacGregor

- MacGregor offers integrated cargo flow solutions for maritime transportation and offshore industries
- Global company with facilities near ports worldwide
- Wide offering for ships, ports and terminals and offshore industry



Kalmar

- Kalmar offers the widest range of cargo handling solutions and services to ports, terminals, distribution centres and heavy industry
- Industry forerunner in terminal automation and in energy efficient container handling



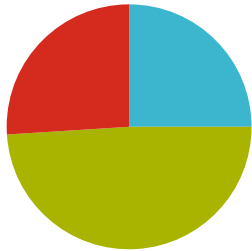
Hiab

- Hiab is the global market leading brand in on-road load handling solutions
- Load handling solutions are used in various sectors of on land transport and delivery, including construction, distribution, forestry, warehousing, waste and recycling, and defence



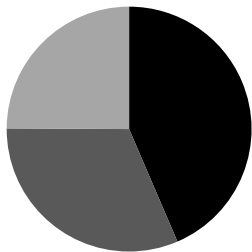
Cargotec's business basics

Cargotec sales split in 2013



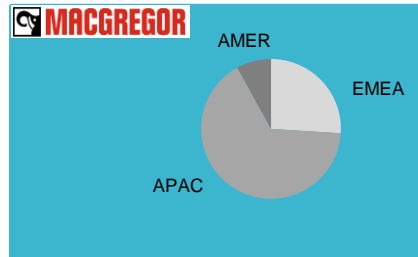
■ MacGregor ■ Kalmar ■ Hiab

Cargotec geographical split of sales in 2013

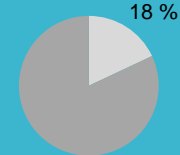


■ EMEA ■ APAC ■ AMER

Geographical split of sales in 2013



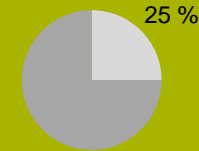
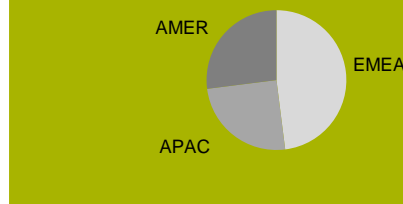
Services share of sales in 2013



Order to delivery lead time

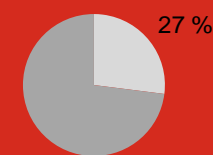
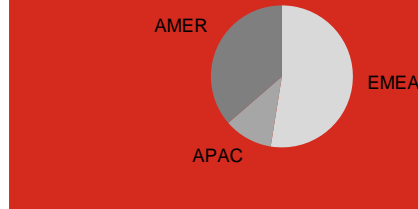
12-24 months

KALMAR



6-9 months

HIAB



2-4 months

Key drivers for the business areas

MacGregor

- Merchant ship building
- Development of global energy demand and oil price, which have a direct impact on exploration and production (E&P) spending and investment in the oil industry
- Oil drilling moving to new locations
 - Deep sea environments and subsea installations drive demand for premium products
- Ship dry dockings, repairs and modernisations
- Preventive maintenance and on-call service needs

Kalmar

- Gross domestic product (GDP) growth is the main driver behind activities in ports and terminals and in the industrial sector
- Container traffic is an important driver for around 70 percent of Kalmar's business operations
 - Drewry Shipping Consultants estimates that global container throughput will grow by around five percent per year
 - Growth in Asia-Pacific is expected to be double that of the rest of the world
- Capacity utilisation drives services
- Bigger ships drive crane refurbishment
- Preventive maintenance and outsourcing needs

Hiab

- Hiab's business fluctuates based on truck sales and construction activity. Sentiments in the distribution, warehousing and forest businesses also affect Hiab
- Residential houses, associated roof constructions and other construction elements are increasingly built elsewhere and transported to their location
 - In mature markets, this creates a need for Hiab products, especially for high capacity equipment
 - In emerging markets, the trend involves a move away from small transportation packages
- Crane utilisation and increased remote diagnostics drive services

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

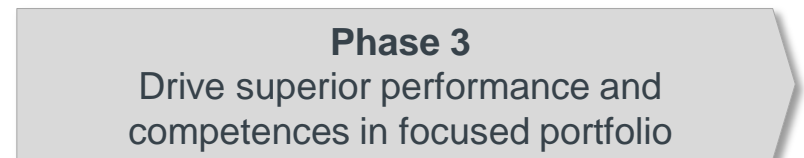
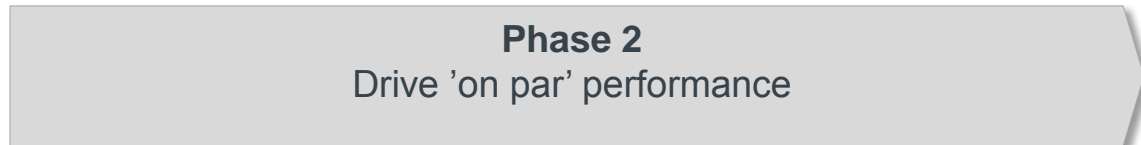
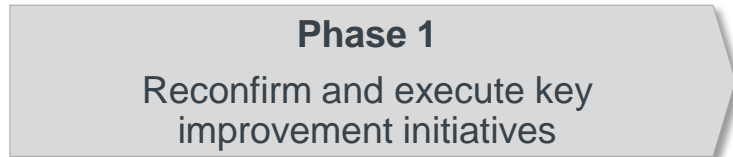
Long-term financial targets

- Gearing below 50 percent
- Dividend 30–50 percent of earnings per share
- Cargotec will revert to longer term profitability and return targets during 2014

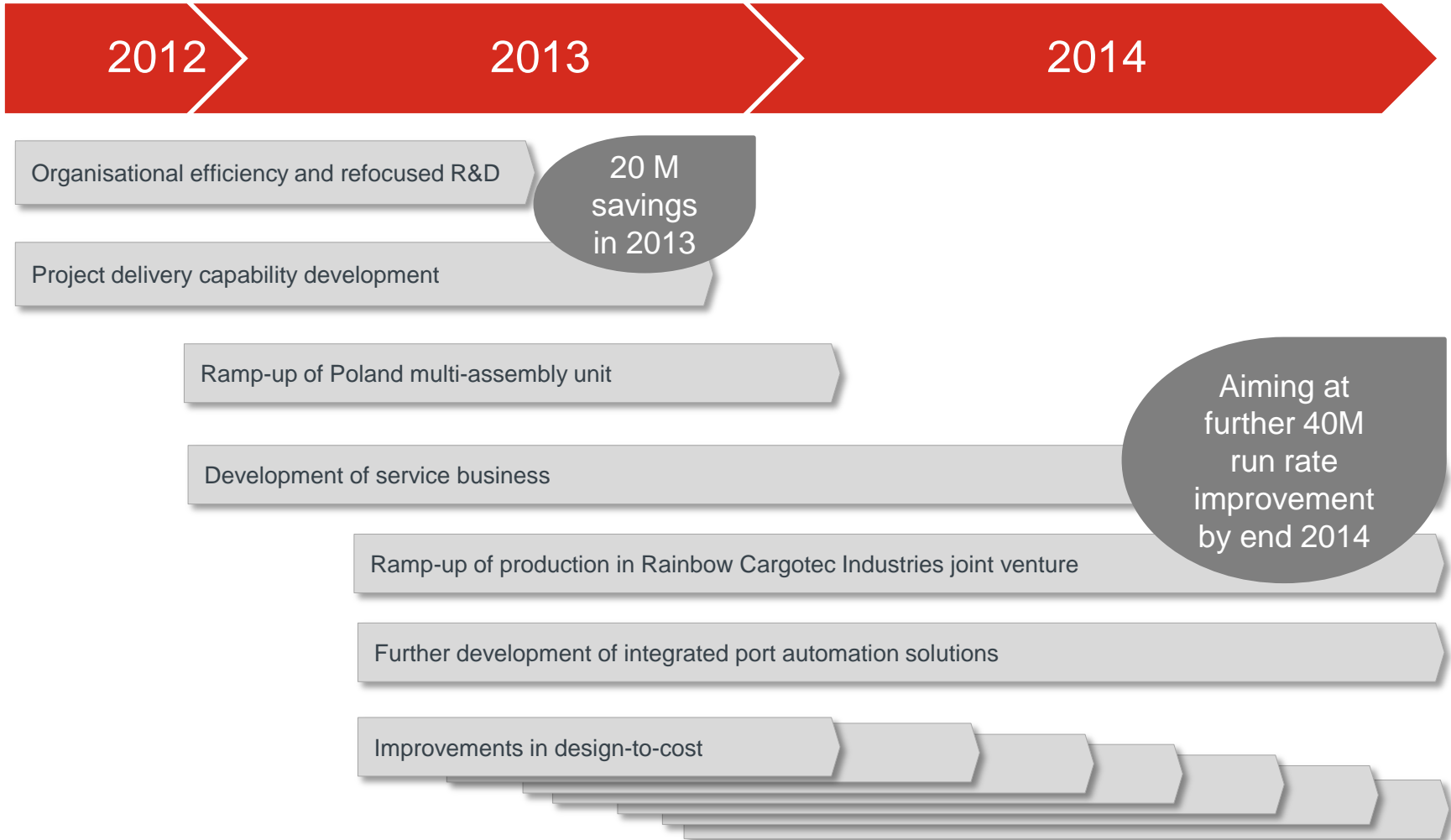
**Driving for better
performance**



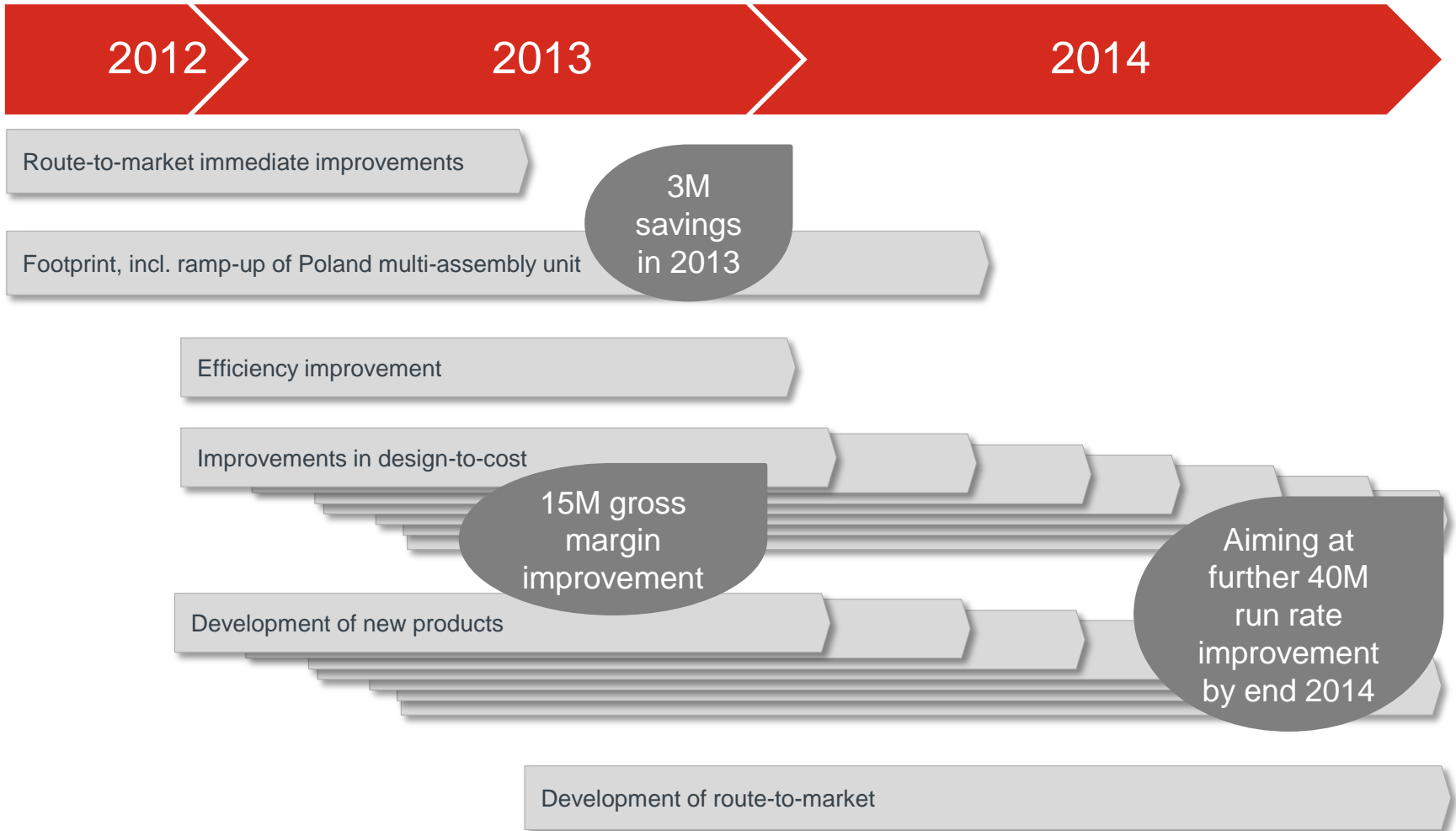
Cargotec road map



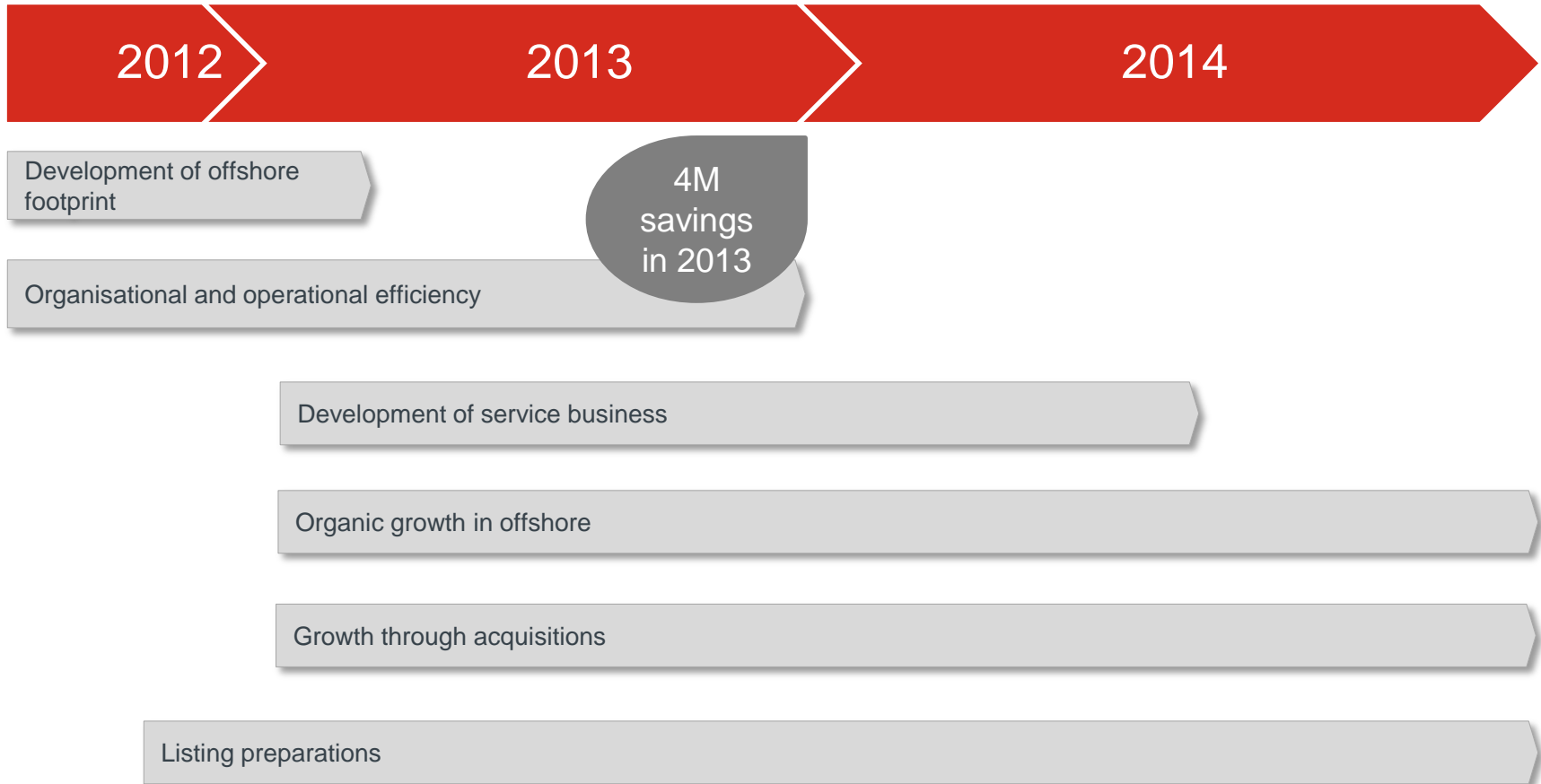
Kalmar improvement initiatives



Hiab improvement initiatives



MacGregor improvement initiatives

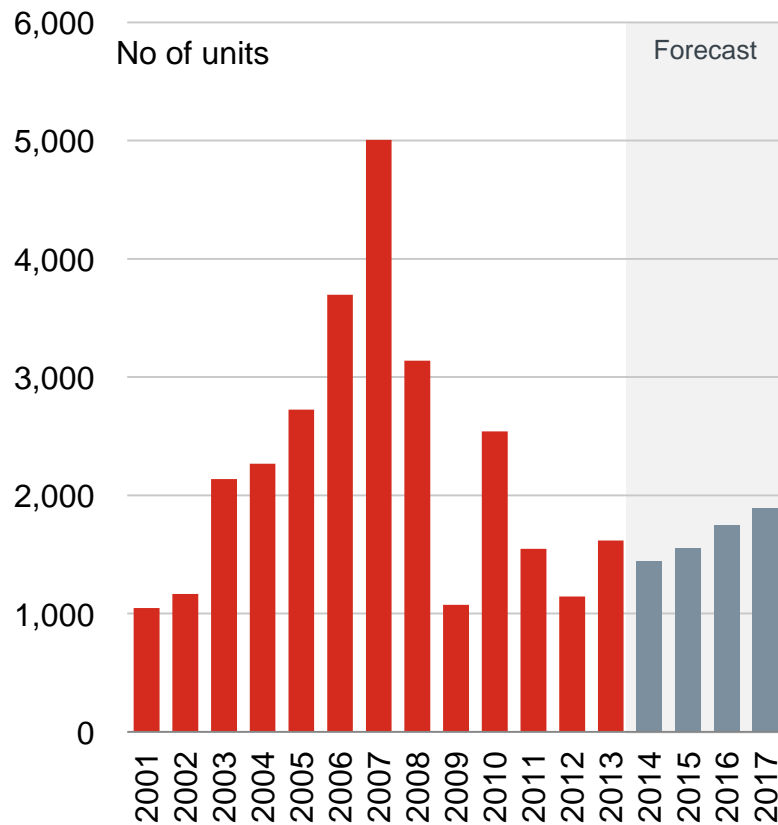


MacGregor

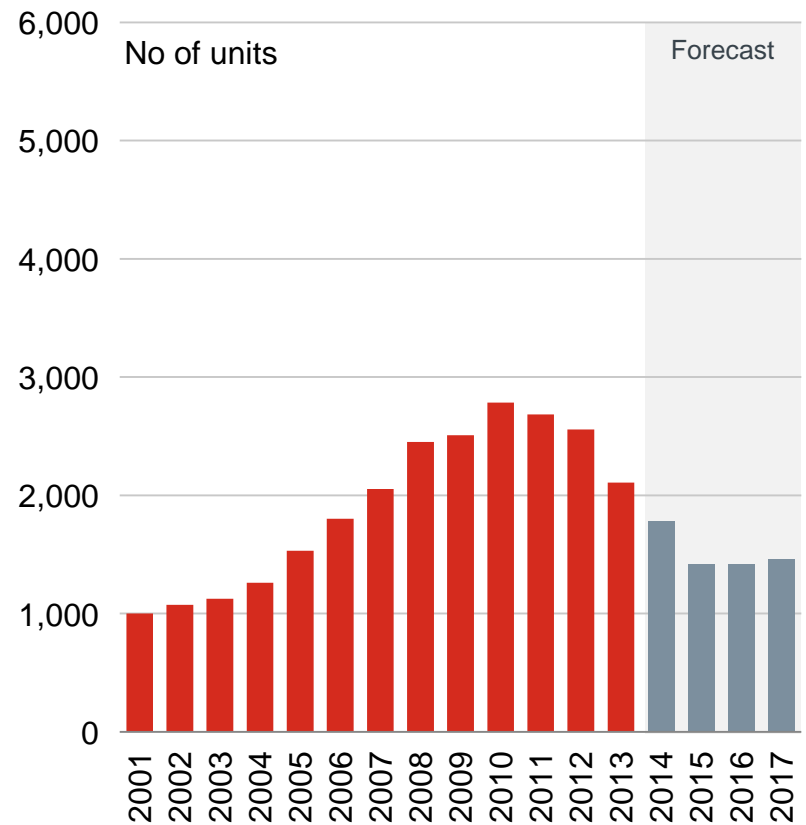


Merchant ship contracting forecast

Contracting 2001-2017



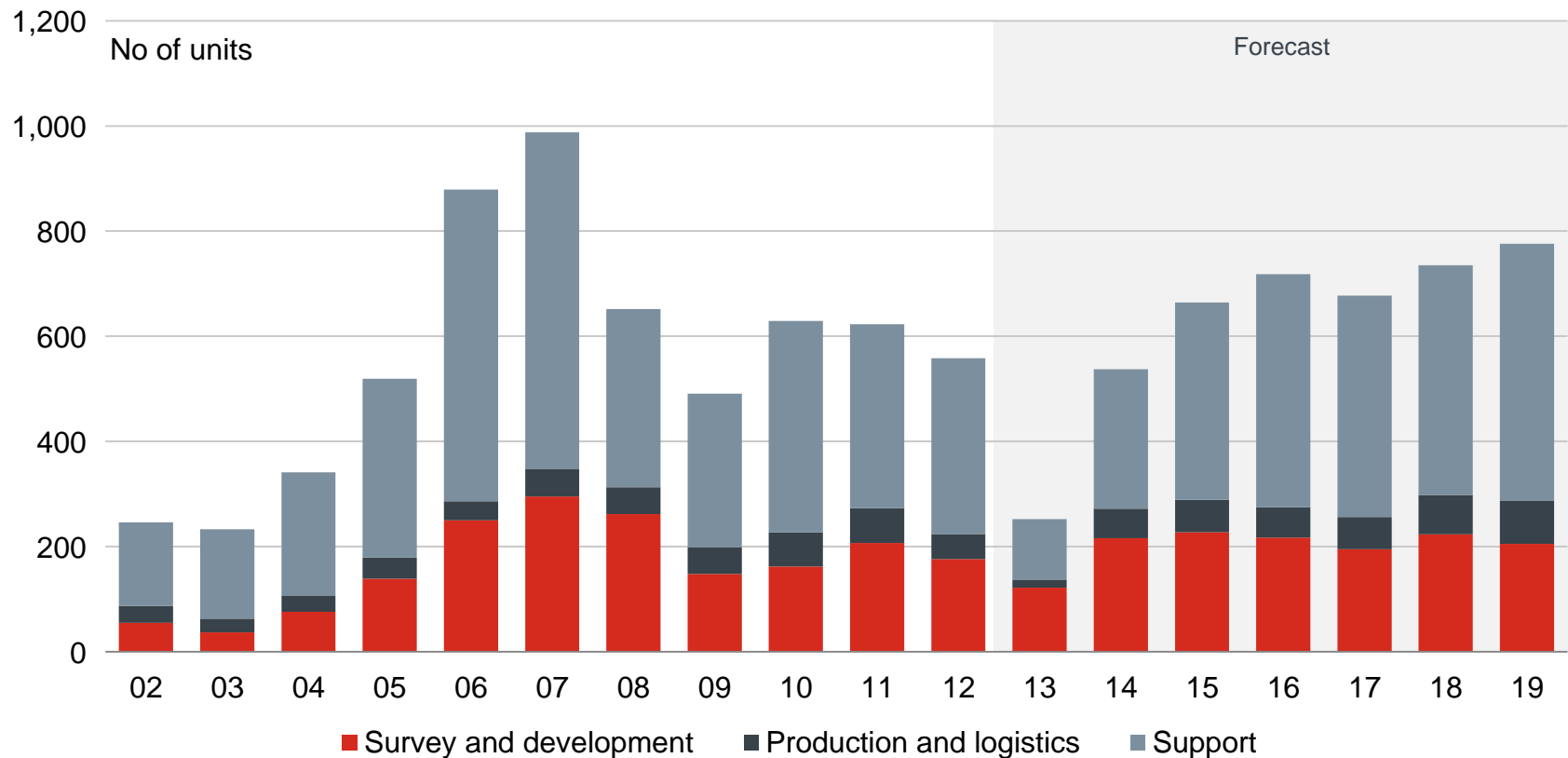
Deliveries 2001-2017



Source: Clarkson Shipbuilding forecast, September 2013

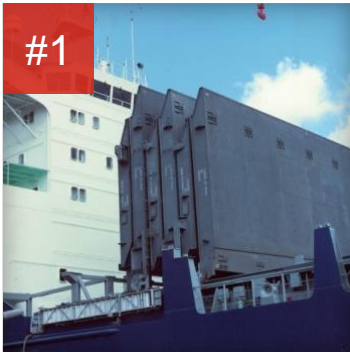





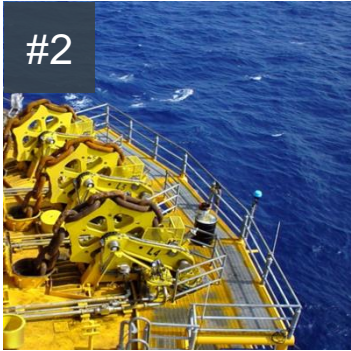

Offshore ship contracting forecast

Offshore contracting, historical and forecast contracting (no)



Source: Clarkson Offshore forecast, September 2013

Strong market leadership positions

Services	Merchant	#1 	#1 	#1 	#1 	
		Hatch covers	Container lashing	Cranes and selfloaders	RoRo	
		Offshore	#2 	#2 	#2 	#2 
			Offshore advanced load handling	Offshore winches	Mooring systems	Loading systems

RoRo=roll-on/roll-off

Focus on integrated systems and solutions

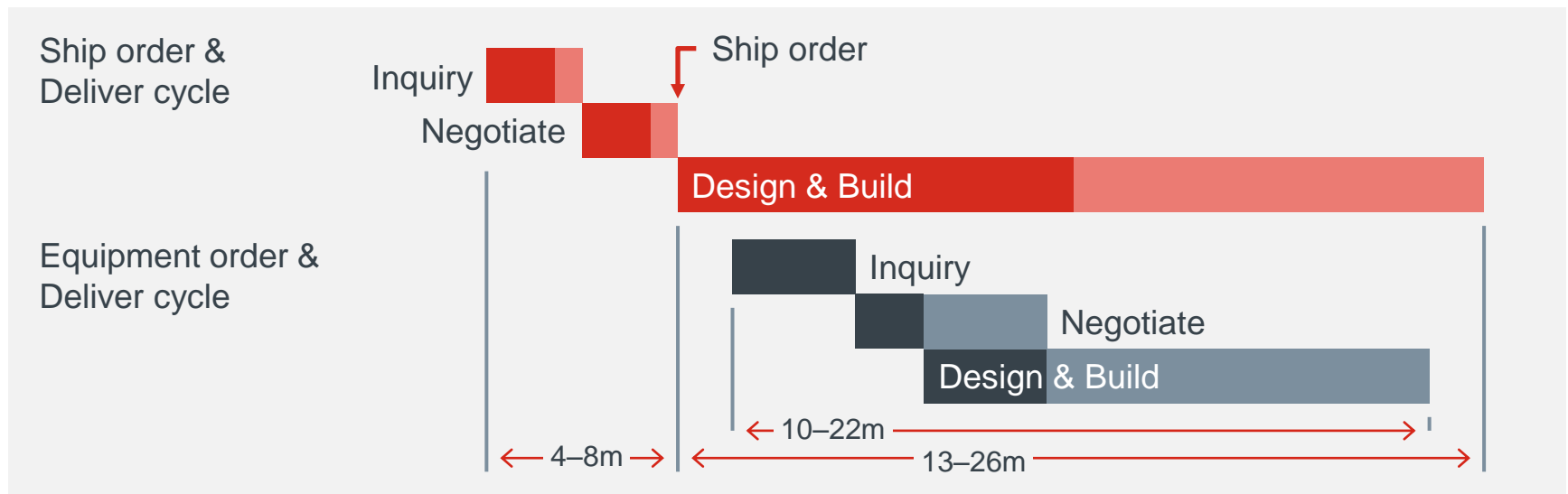
Comprehensive product coverage

		Cranes	Hatch covers	RoRo equipment	Offshore cranes	Winches	Mooring systems	Service	
Merchant ships	Bulk carrier	X	X			X		X	Customers
	Container ship	X	X			X		X	
	General cargo ship	X	X	X		X		X	
	Naval ship	X	X			X		X	
	RoRo ship	X	X	X		X		X	
	Tanker	X				X		X	
	Trans-loader	X	X			X		X	
Offshore ships	OFS subsea		X	X	X	X	X	X	Customers
	OFS AHTS				X	X	X	X	
	OFS tug					X	X	X	
	New ship types								

RoRo=roll-on/roll-off, OFS=offshore, AHTS=anchor handling, towing, supply

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 synergies
 - Procurement
 - Cross-selling with MacGregor



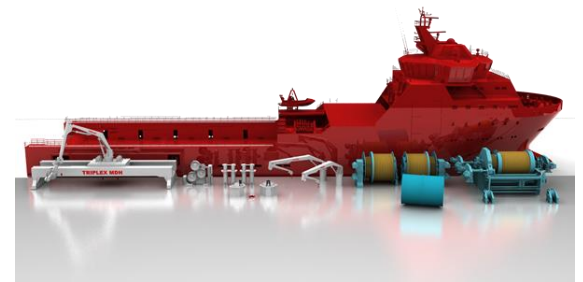
Hatlapa strengthens merchant and offshore offering

- 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 Pusnes 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



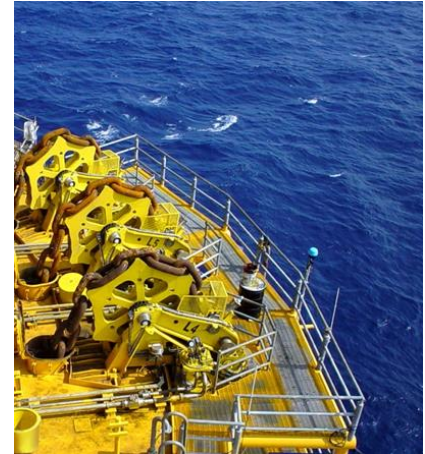
Mooring winches

Hatlapa offshore package

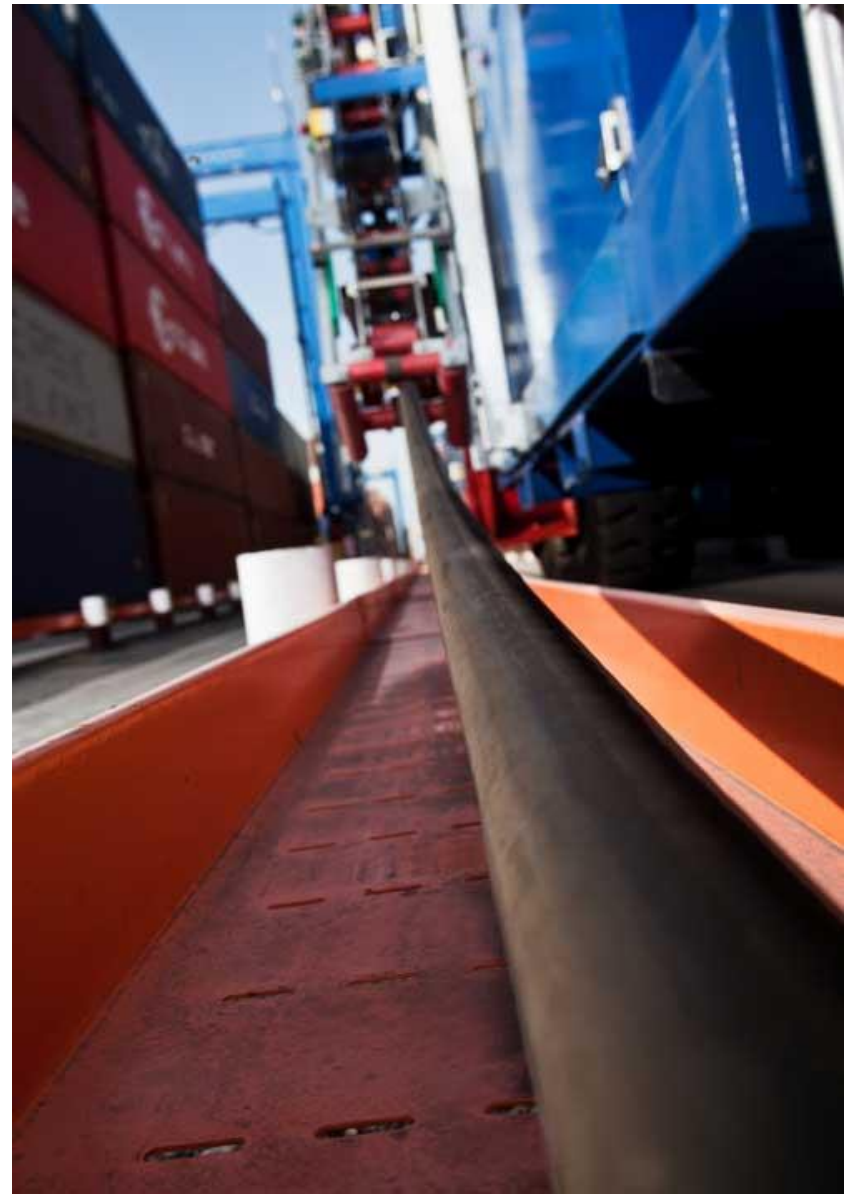


Pusnes solidifies offshore product portfolio

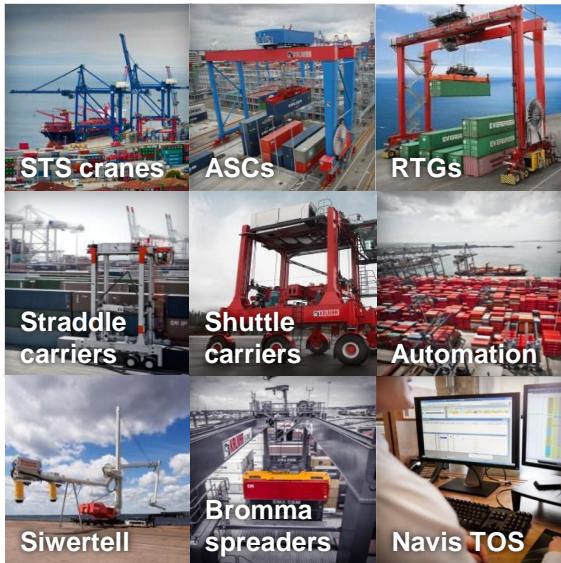
- Attractive deal structure
 - Enterprise value of ~EUR 180 million
 - Subject to regulatory approvals
- Annual revenue of ~EUR 130 million
 - 25% merchant
 - 75% offshore
- Expands product coverage in key offshore categories
 - Offshore mooring and loading systems
- Supports expansion of integrated 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



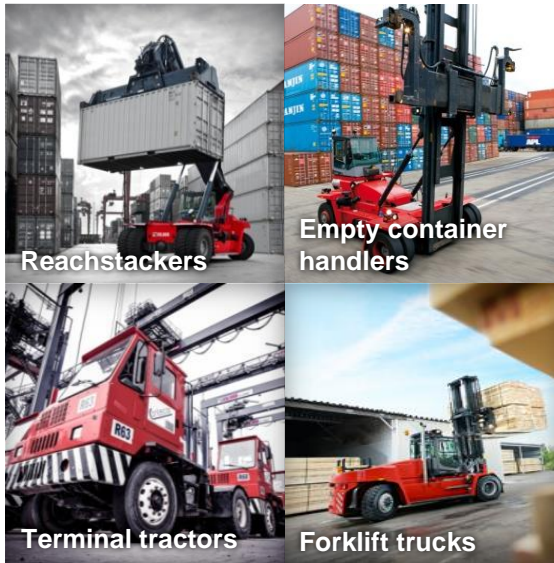
Kalmar



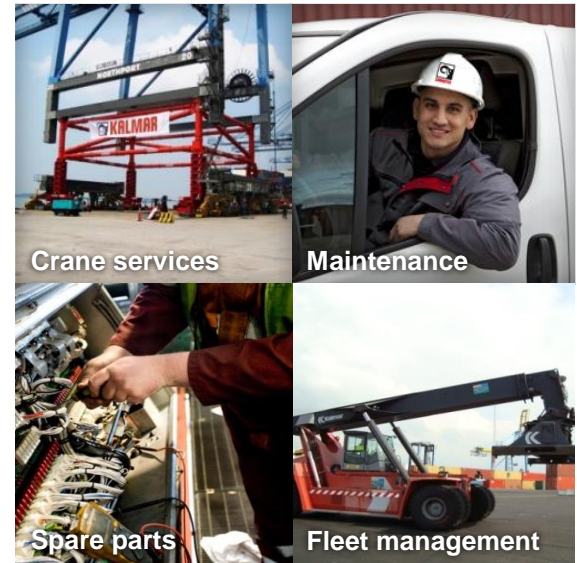
Kalmar businesses and offering



Terminal projects 35%

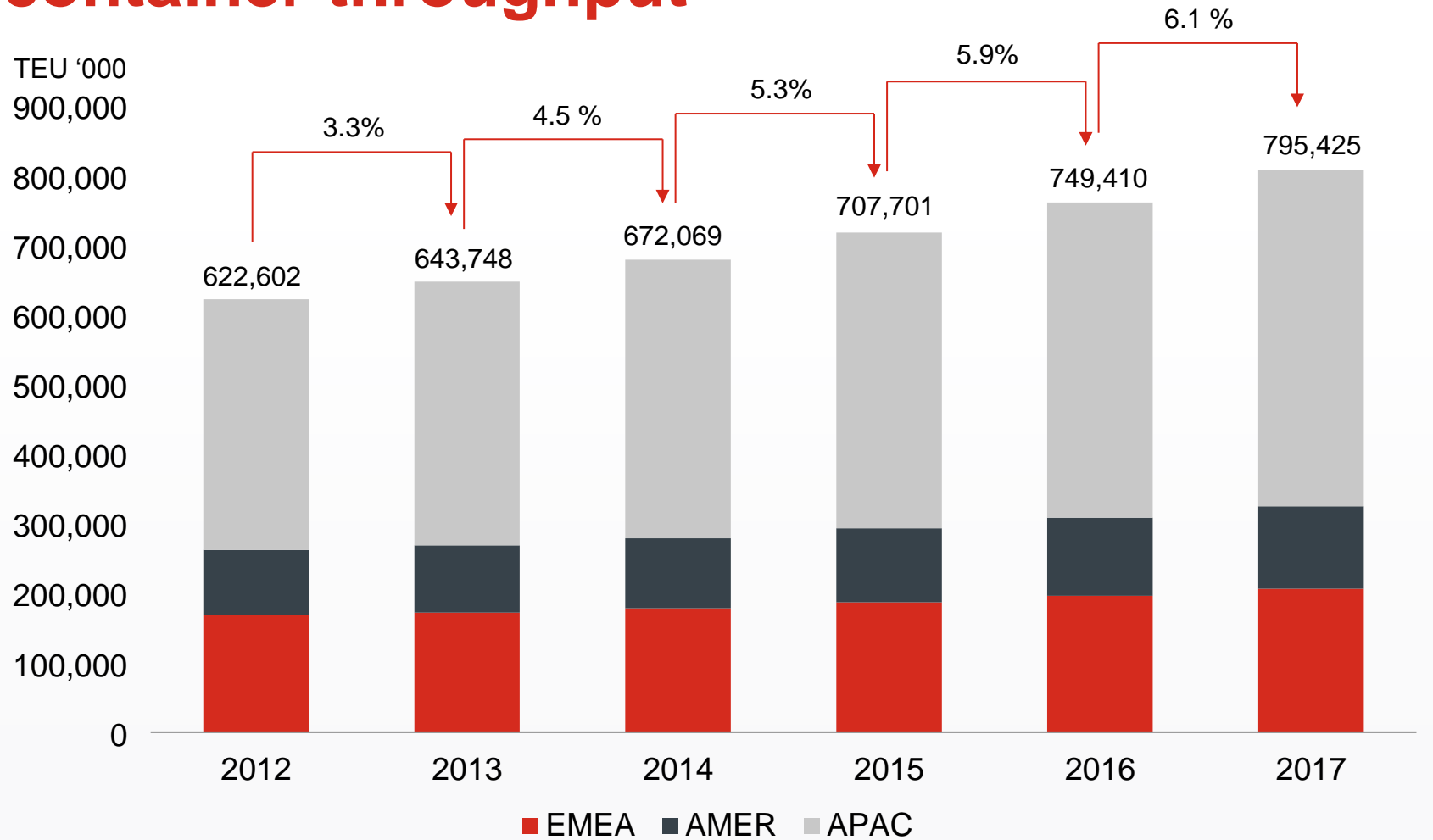


Equipment 40%



Services 25%

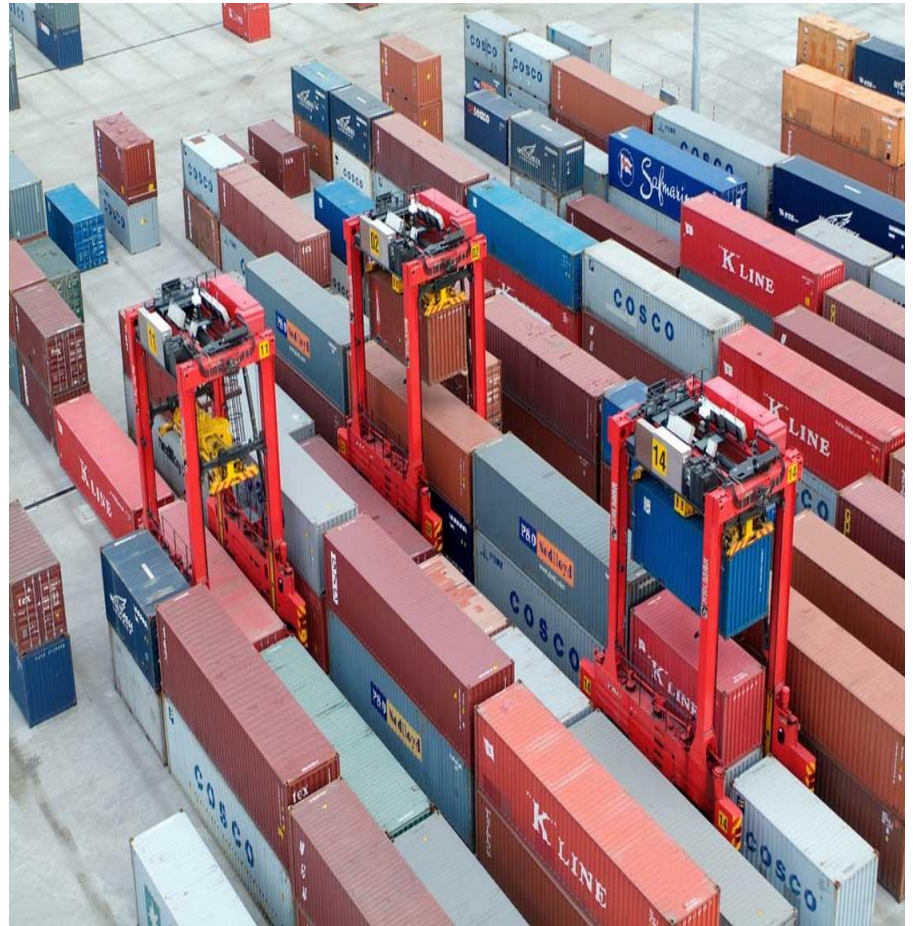
Kalmar is in a growing business – global container throughput



Source: Drewry 2013

Industry trends for Kalmar

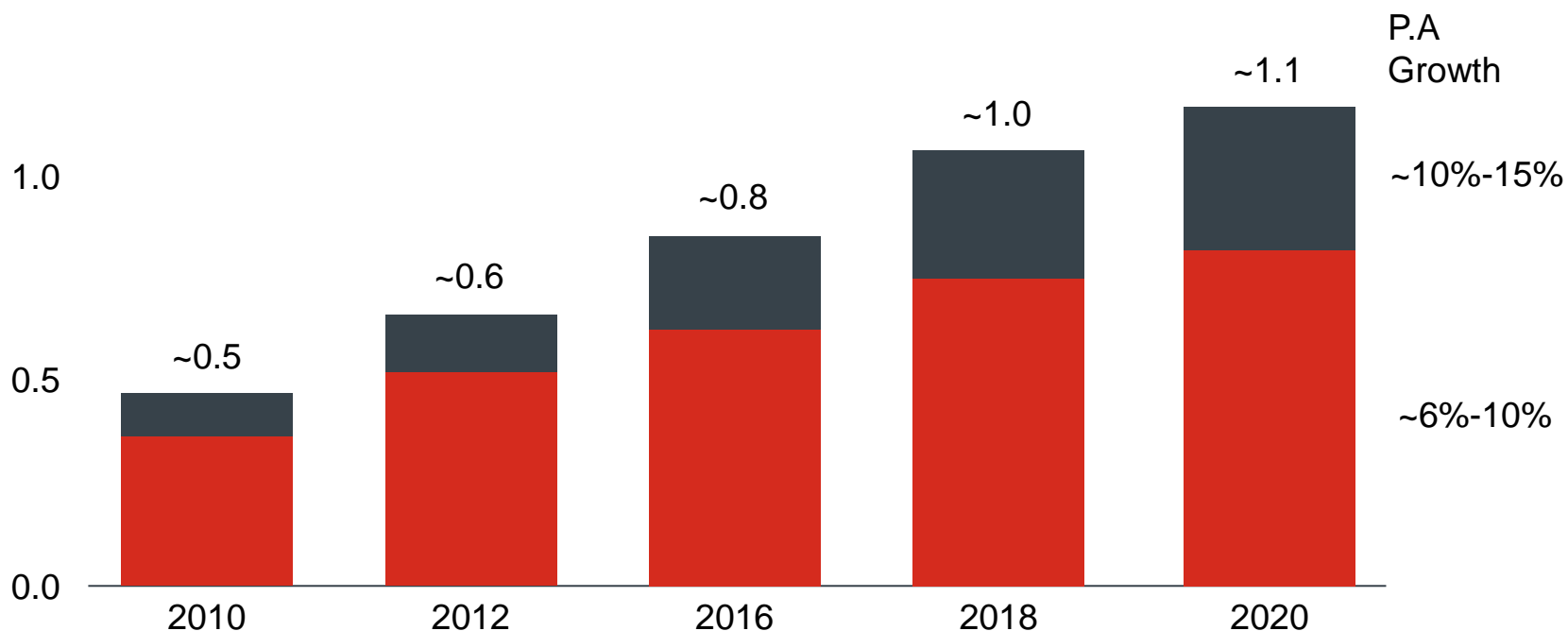
- Ships are getting bigger
- Availability and cost of labour
- Sustainability is port operations
- Safety
- Industry consolidation



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

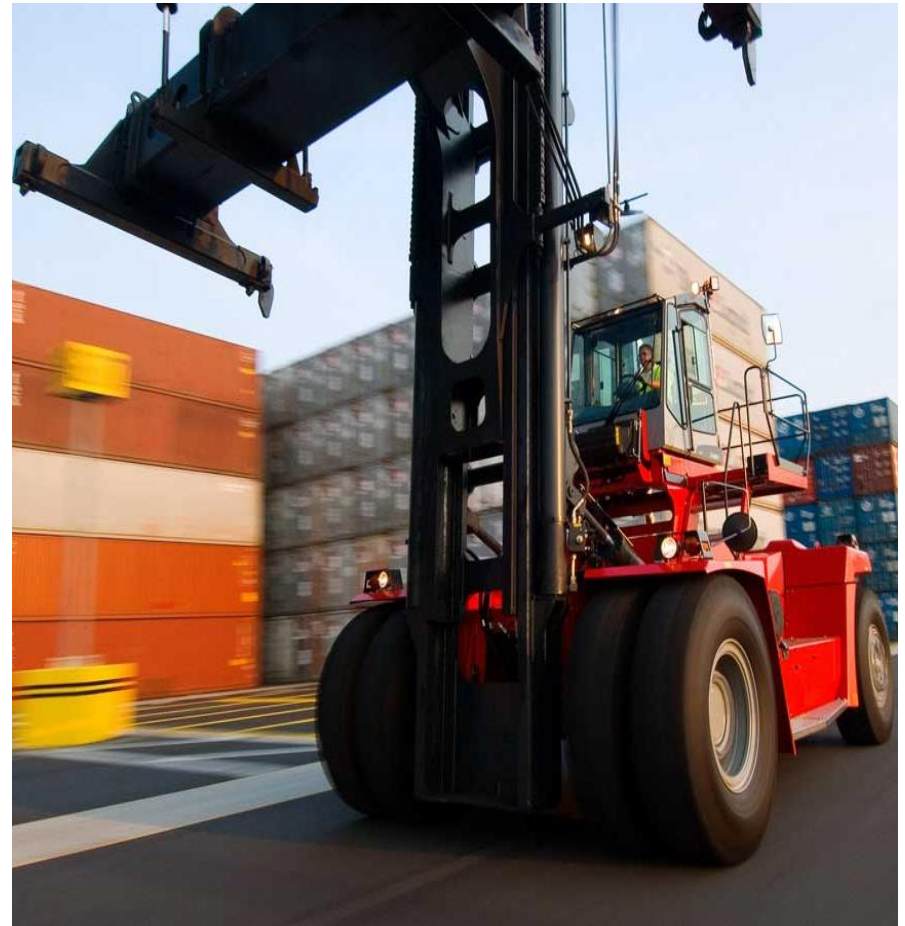
Kalmar has a leading position in port automation

- 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%



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



Hiab offering



Loader cranes



Truck-mounted forklifts



Demountables



Tail lifts



Forestry cranes

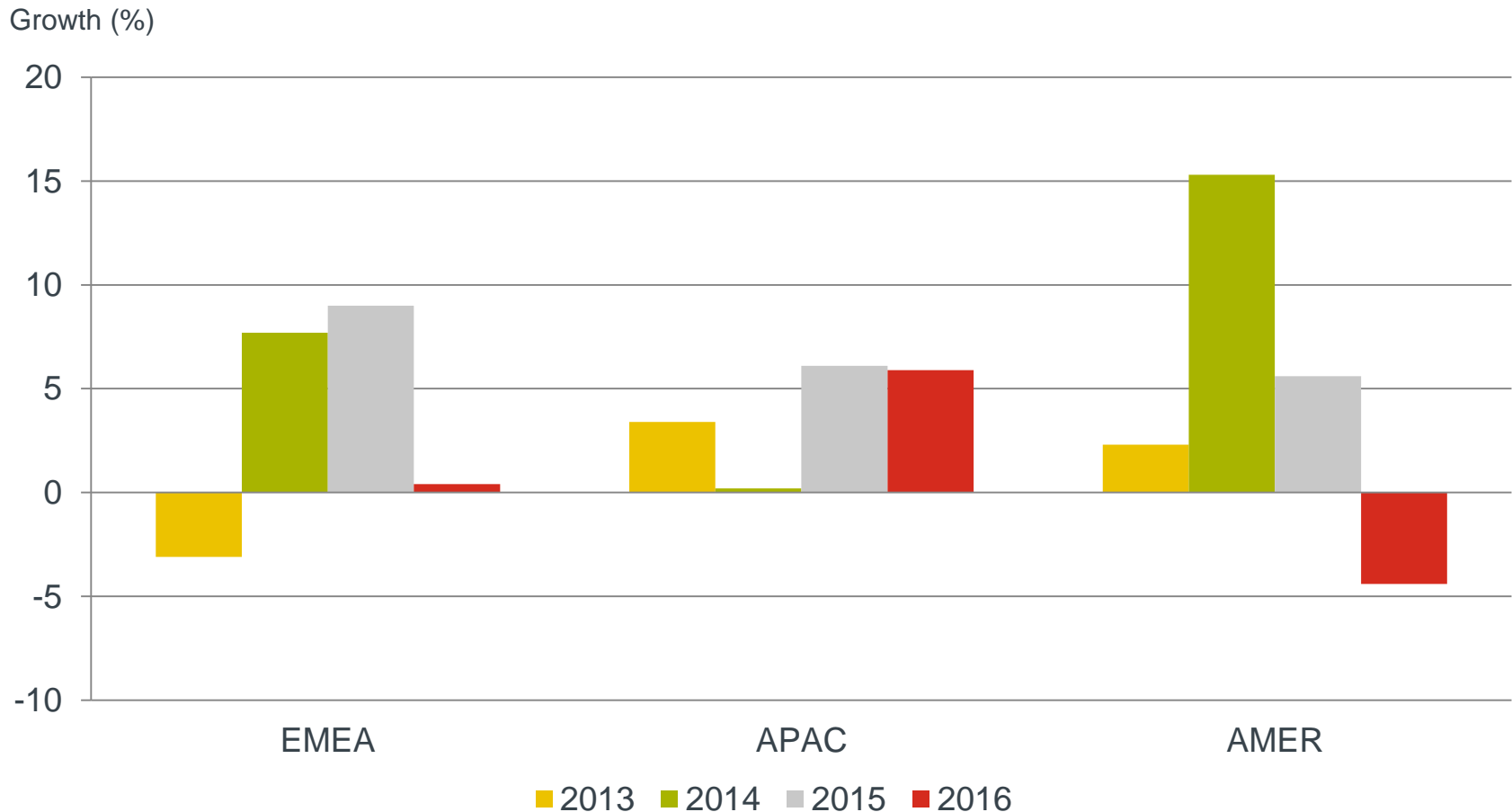


Stiff boom cranes



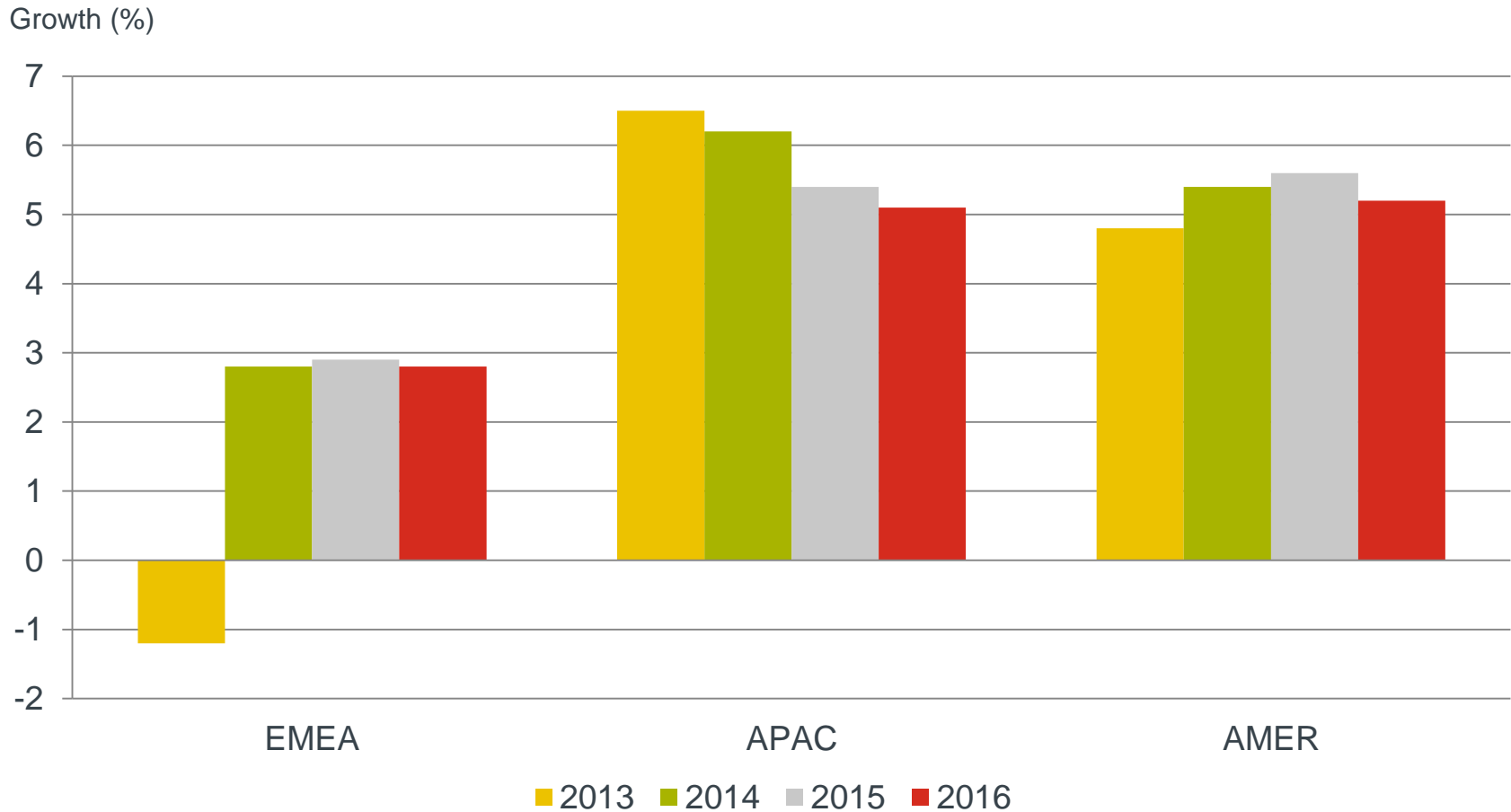
Services

Macro indicator trends – truck sales (GVW >15 tn)



Source: IHS Global Insight, Q4/2013 fcst

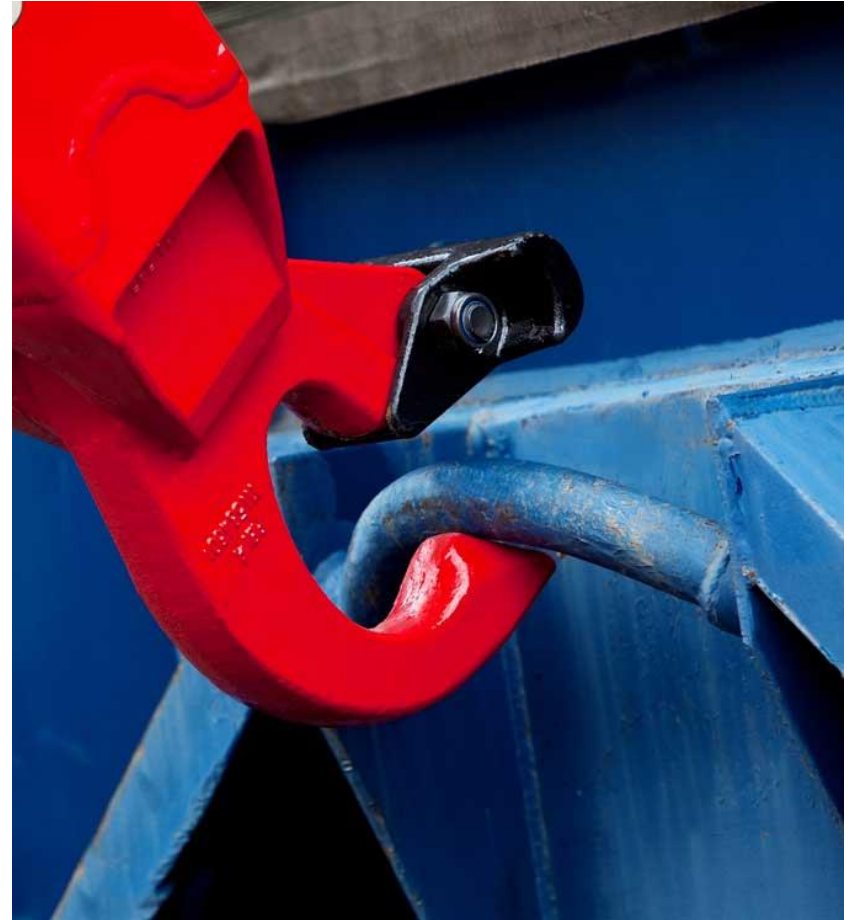
Macro indicator trends – construction output



Source: Oxford Economics, Q4/2013

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

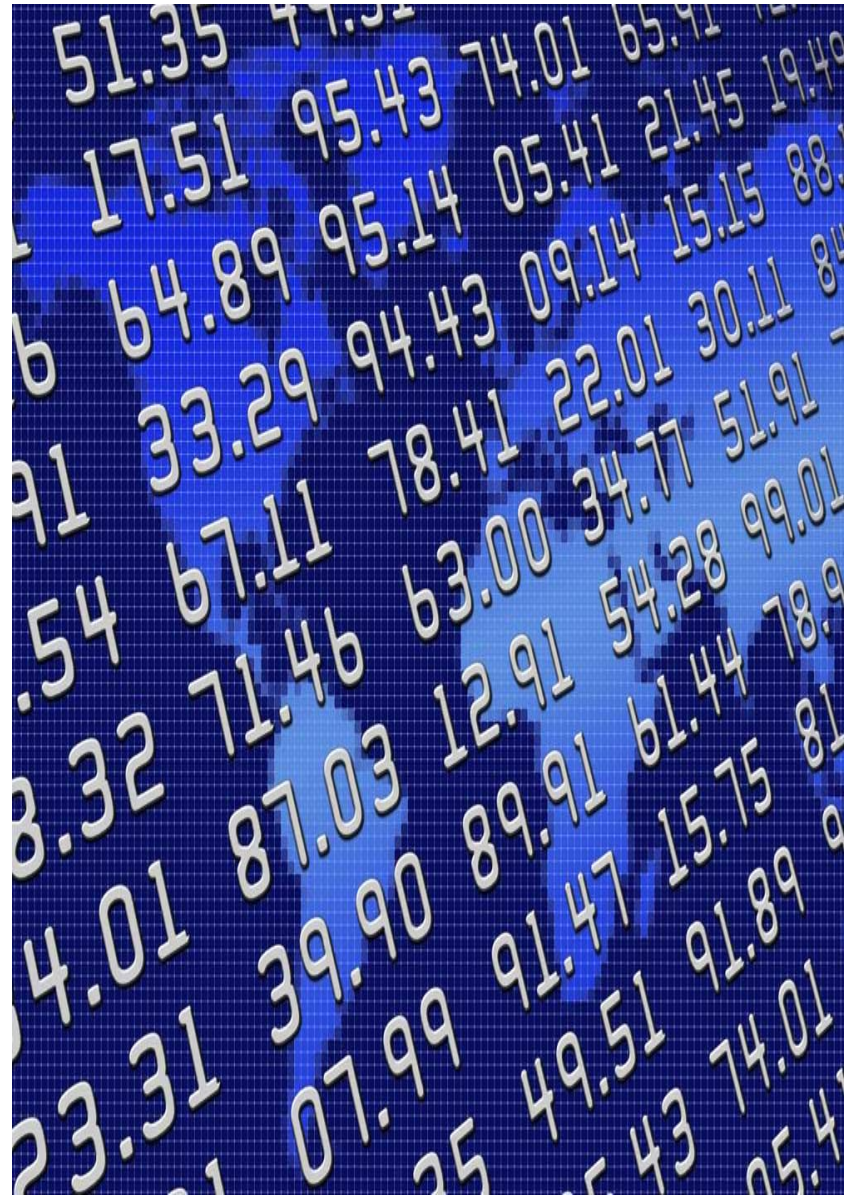
- Performance management
- Central dealer management

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 Hudiskvall, 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– December financials



Highlights of Q4

- Orders grew 35% y-o-y and totalled EUR 958 (710) million
- Sales at EUR 914 (890) million, up 3% y-o-y
- Operating profit excluding restructuring costs was EUR 38.6 (39.9) million or 4.2 (4.5)% of sales
- Operating profit was EUR 15.3 (14.2) million
- Cash flow from operations increased to EUR 133.9 (90.7) million
- Dividend proposal EUR 0.42/B share
- Acquisition of Aker Solutions' mooring and loading systems unit closed in January 2014

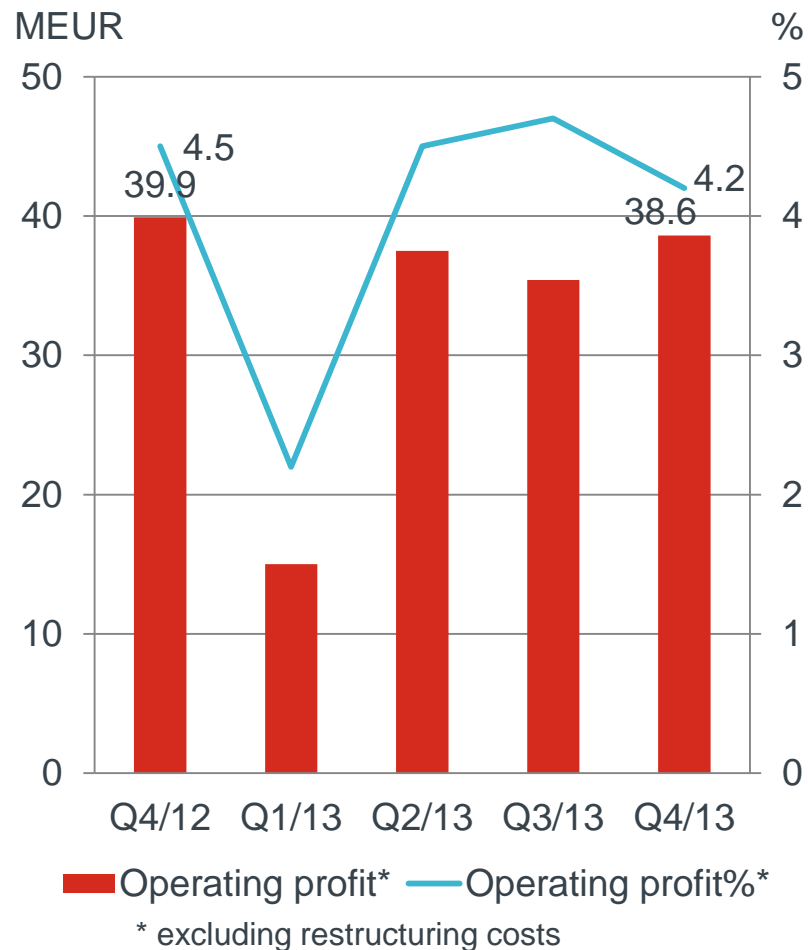
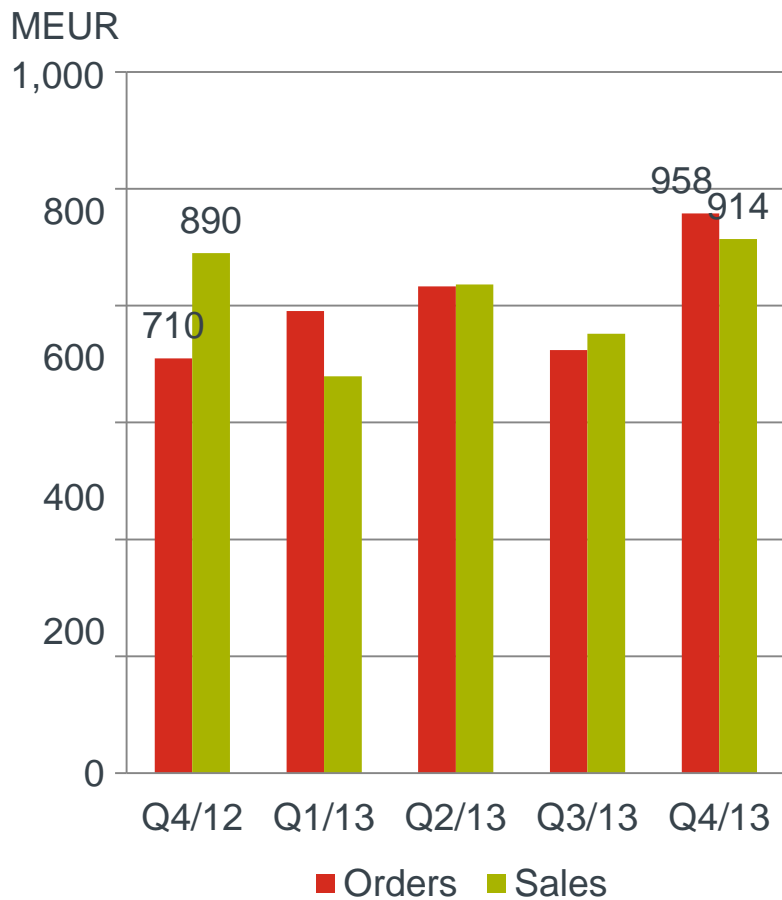


January–December key figures

	Q4/13	Q4/12	Change	Q1-Q4/13	Q1-Q4/12	Change
Orders received, MEUR	958	710	35%	3,307	3,058	8%
Order book, MEUR	1,980	2,021	-2%	1,980	2,021	-2%
Sales, MEUR	914	890	3%	3,181	3,327	-4%
Operating profit, MEUR*	38.6	39.9	-3%	126.5	157.5	-20%
Operating profit margin, %*	4.2	4.5		4.0	4.7	
Cash flow from operations, MEUR	133.9	90.7		181.1	97.1	
Interest-bearing net debt, MEUR	578	478		578	478	
Earnings per share, EUR	0.12	0.15		0.89	1.45	

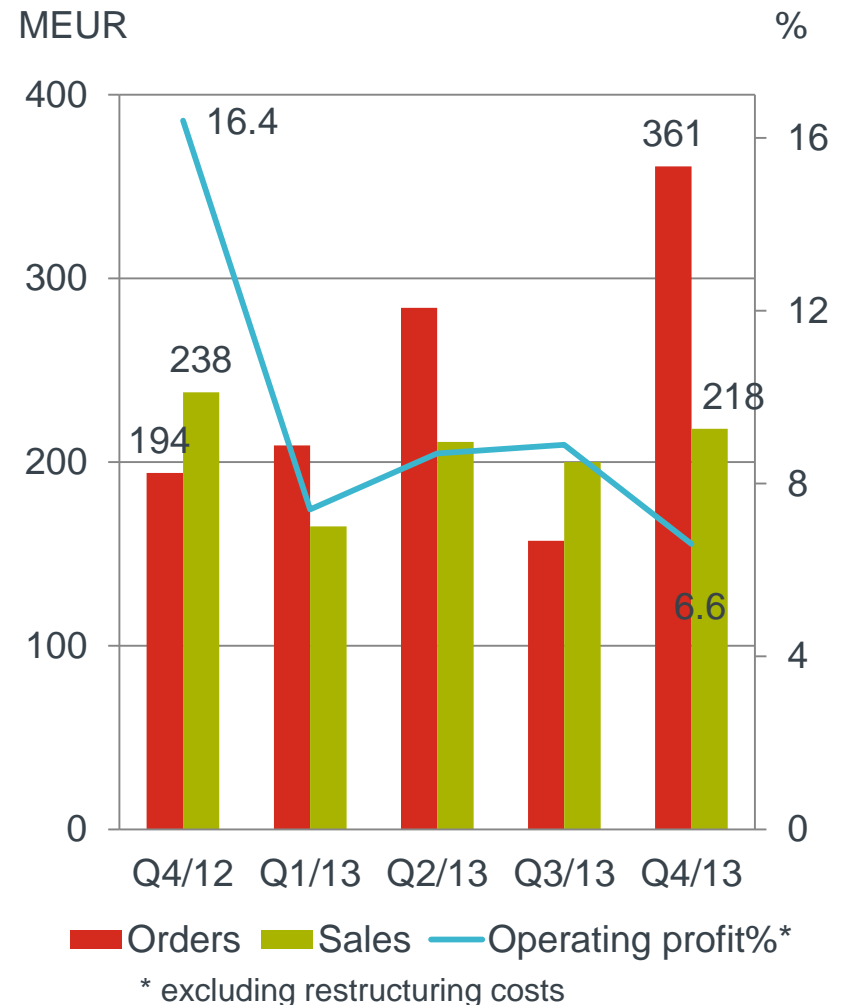
* excluding restructuring costs

Performance development



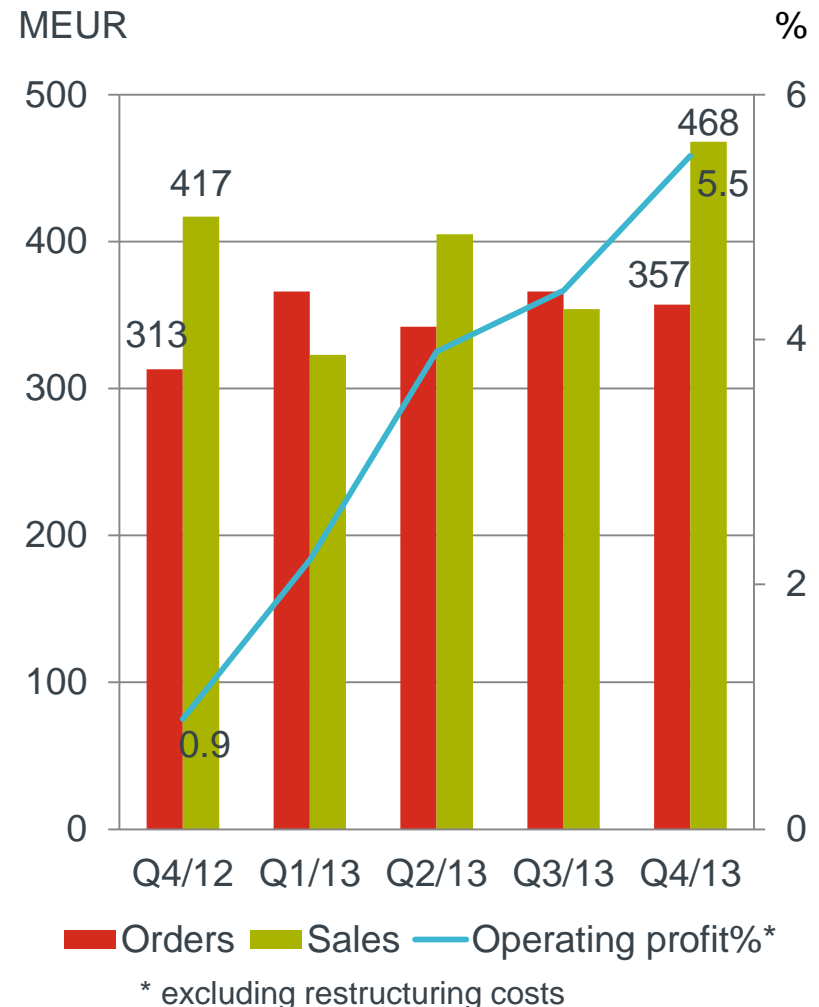
MacGregor Q4 – strong orders

- Merchant ship market continued to recover, although uncertainty in the industry continued, as demonstrated by the volatility in market activity
- Offshore market remained active
- Order intake grew 86% y-o-y to EUR 361 (194) million
- Sales declined 8% y-o-y to EUR 218 (238) million
 - Hatlapa's contribution EUR 18 million
- Profitability 6.6% (excluding restructuring)
 - Negative impact of Hatlapa EUR 2.3 million
 - EUR 4.5 million of acquisition related costs



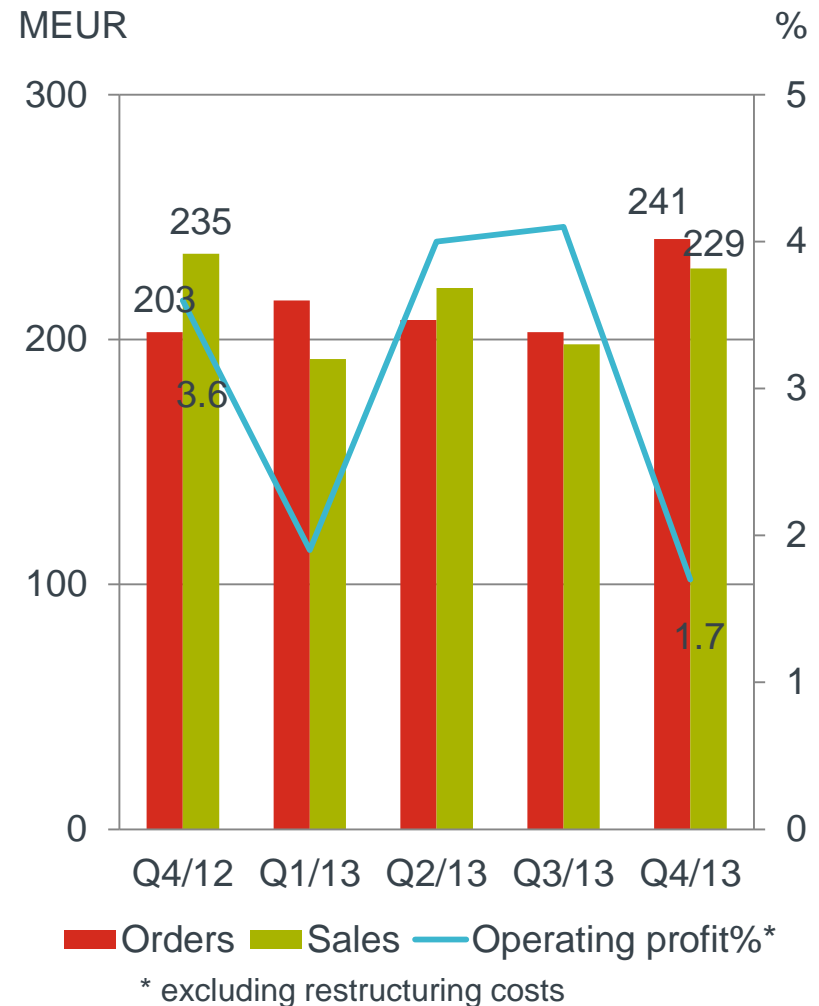
Kalmar Q4 – profitability improvement on track

- Demand for smaller container handling equipment and automation solutions was healthy, while demand for larger equipment picked up during the year
- Order intake grew 14% y-o-y to EUR 357 (313) million
- Sales grew 12% y-o-y to EUR 468 (417) million
- Profitability excluding restructuring costs was 5.5%
 - Additional costs and cost provisions of EUR 10 million in projects (2013: 34 MEUR)
- Year-end order book includes EUR 60 million of problem projects



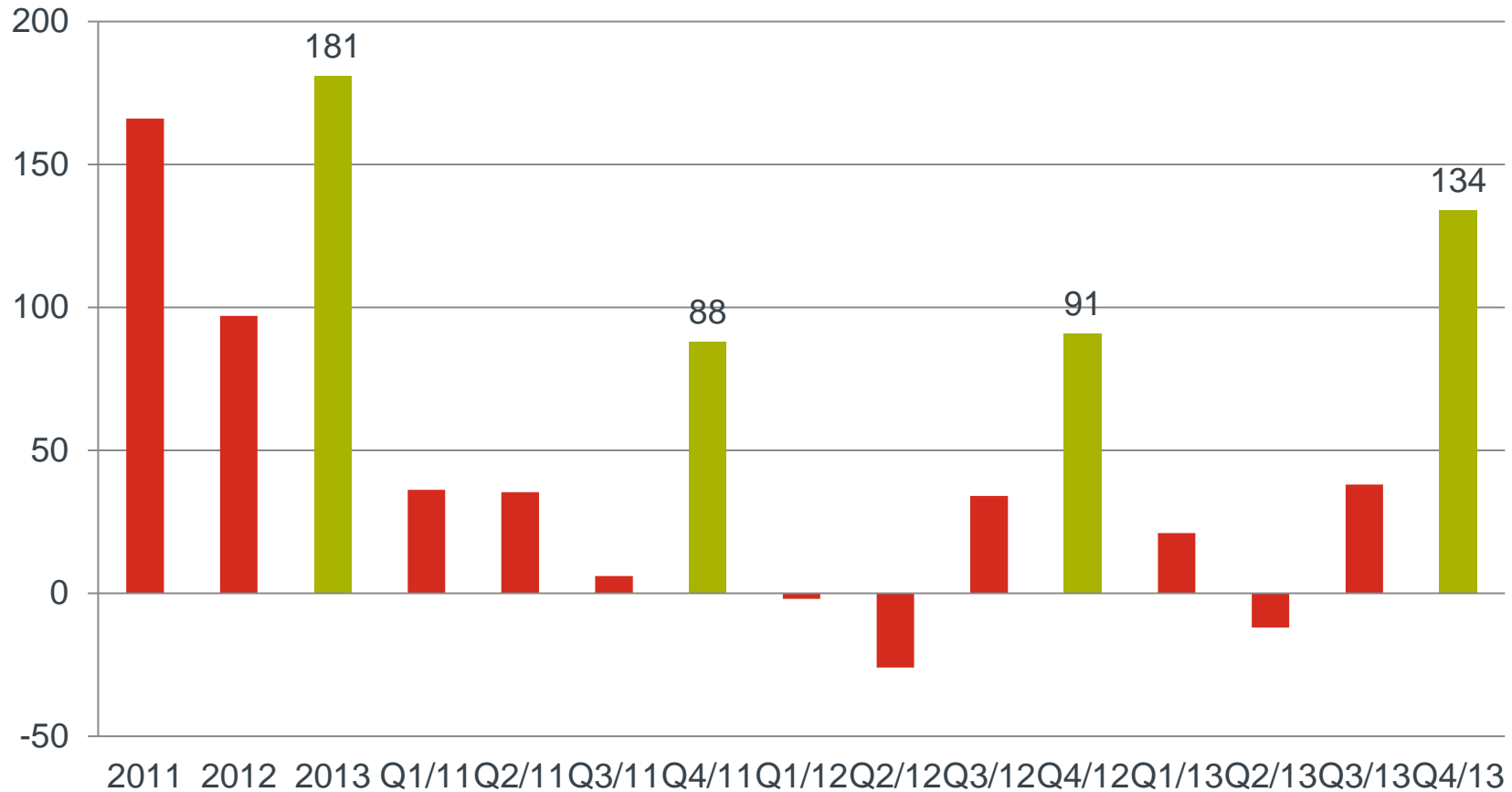
Hiab Q4 – one-offs burdened profitability

- The load handling equipment and services market was flat, and characterised by demand variations within European countries. Demand was healthy in the US.
- Orders grew 19% y-o-y and totalled EUR 241 (203) million
- Sales declined 3% y-o-y to EUR 229 (235) million
- Profitability excluding restructuring costs was 1.7%
 - Write-downs of working capital items burdened operating profit EUR 4 million
- Route-to-market and other efficiency improvement actions proceeded well. Operating loss includes EUR 16.9 (10.0) million in restructuring costs.



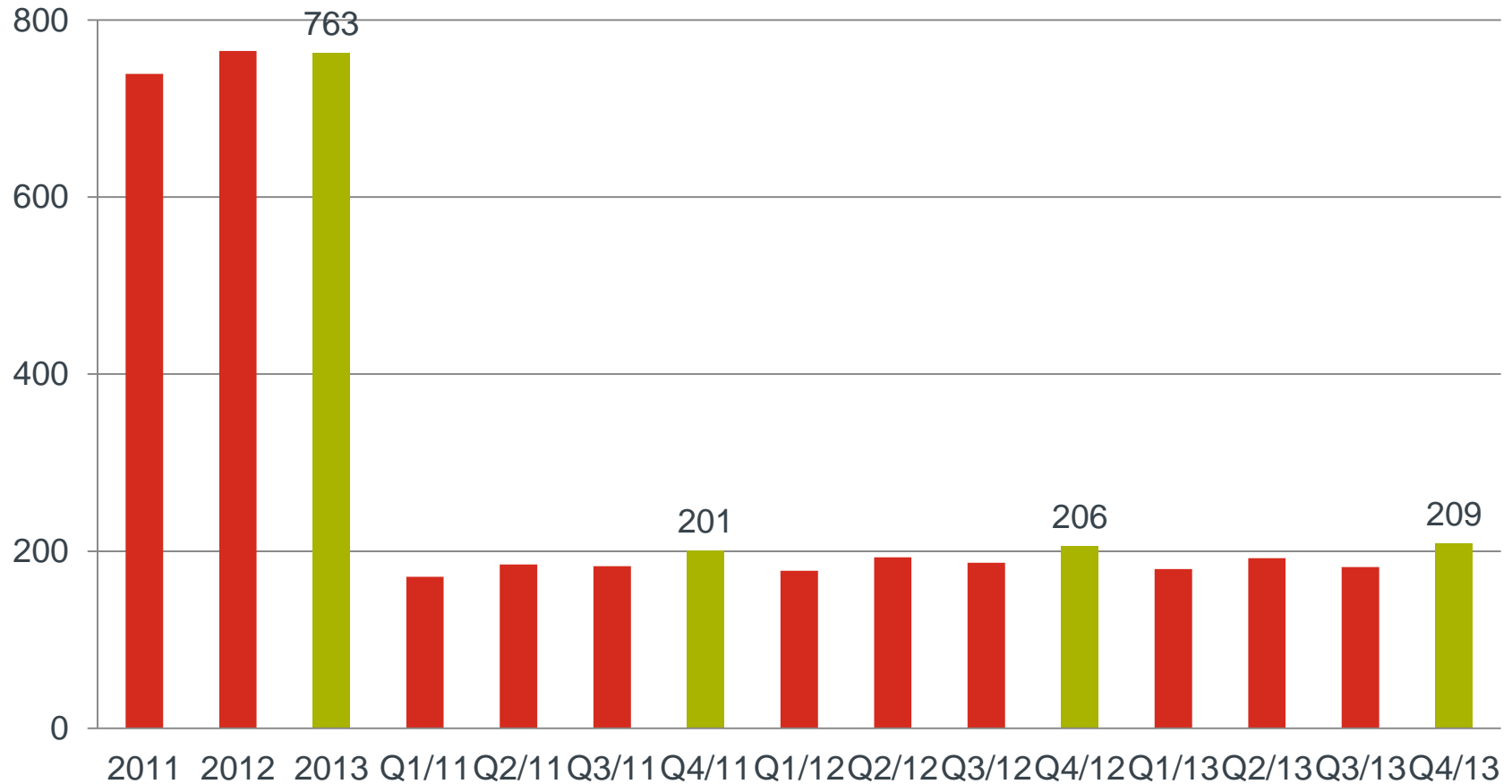
Cash flow from operations strengthened clearly

MEUR



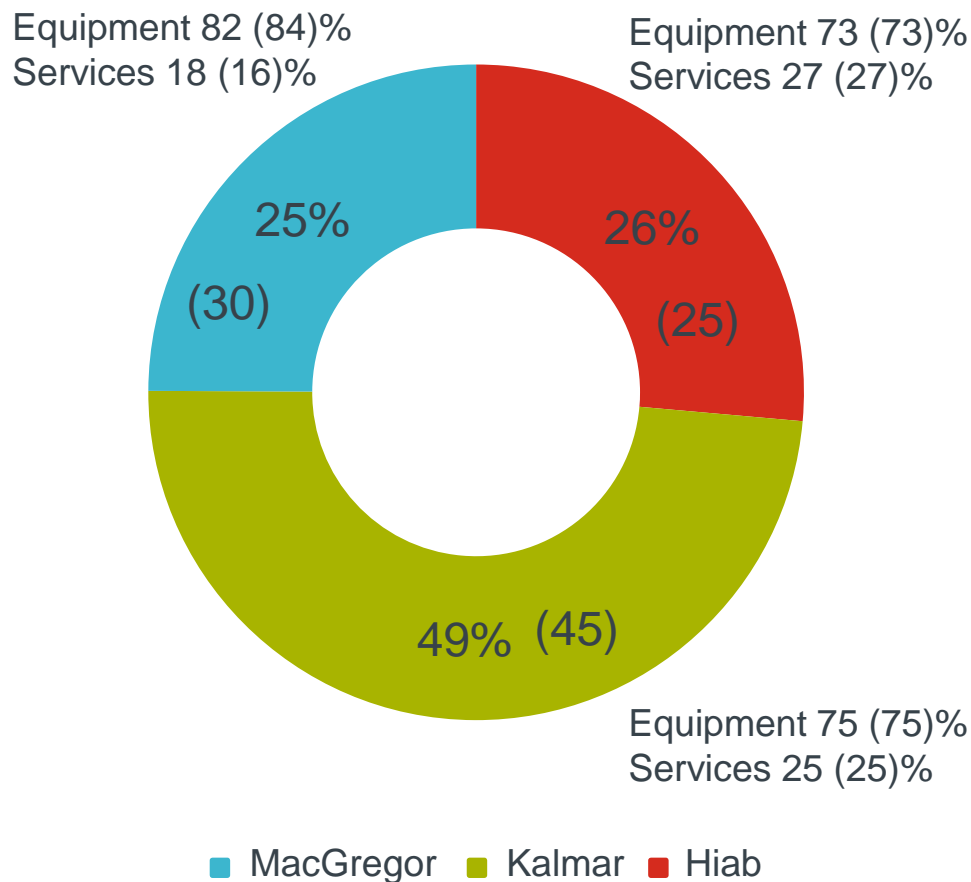
Sales in services grew from the previous quarters

MEUR

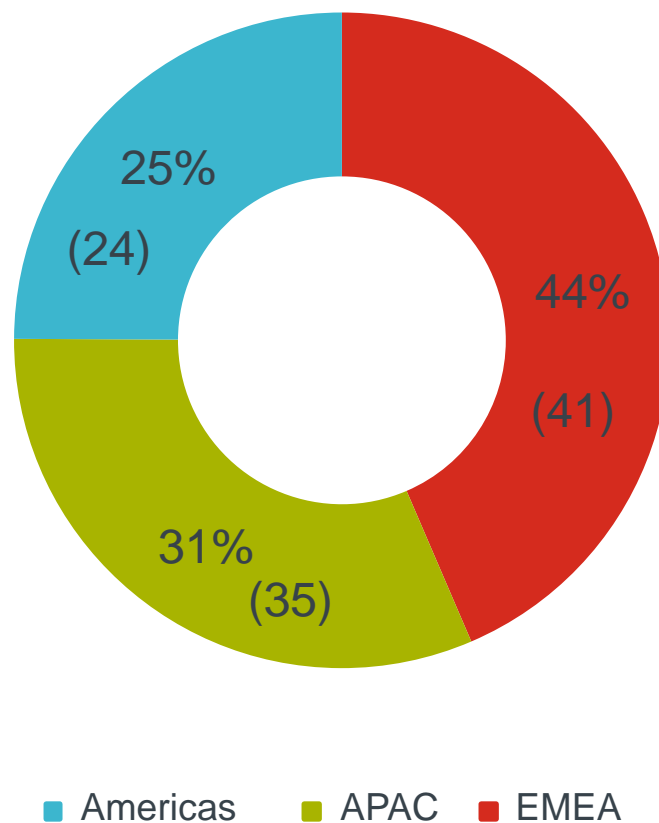


Sales by reporting and geographical segment

Sales by reporting segment 2013, %



Sales by geographical segment 2013, %



Outlook

- Cargotec's 2014 sales are expected to grow from 2013.
- Operating profit excluding restructurings costs for 2014 is expected to improve from 2013.
- The acquisition of the Aker Solution's mooring and loading systems unit was completed 30 January 2014. Consolidation of the acquisition does not impact Cargotec's above-mentioned outlook for 2014.



