

CARGOTEC

Copenhagen road show



Strategy and financial targets



Vision and mission

Our vision is

- to be the world's leading provider of cargo handling solutions

Our mission is

- to improve the efficiency of cargo flows



Company values



Portfolio



Solutions for industrial and on-road load handling



Solutions for ports and container handling



Solutions for marine cargo handling and offshore load handling

Strategic focus areas 2011–2015



CUSTOMERS

- Improve knowledge of customer needs
- Invest in attractive customer segments
- Decide which segments to keep and which to divest



SERVICES

- Spare parts logistics
- Regional distribution centres
- Growing up in the value chain towards more preventive maintenance
- Support customers' operations outsourcing



EMERGING MARKETS

- Position in Chinese market
- Develop other growth markets: India, Brazil, Russia and Africa
- Acquisitions, partnerships, organic growth



INTERNAL CLARITY

- Common processes
- Harmonisation of information systems
- Further development of Industrial & Terminal organisation
- Working together

Acquisition of terminal operating systems provider Navis

- Announced in January 2011, consolidation from 19 March 2011 onwards
- Navis is #1 vendor in marine terminal logistics solutions market
- Its global customer footprint is in over 50 countries at 200+ terminals
- The company has 20+ years of expertise in developing solutions to complex supply chain execution problems
- Navis has ~350 employees providing worldwide sales, services and support
- 2011 sales were around EUR 50 million

Cargotec to strengthen position in heavy cranes

- Cargotec and its long-term manufacturing supplier in China, Jiangsu Rainbow Heavy Industries (RHI), plan to establish a joint venture to provide leading heavy crane solutions globally, expand delivery capacity and grasp growth opportunities in the Chinese and global markets.
- Cargotec's ownership would be 49 percent and the value of Cargotec's equity investment approximately EUR 30 million.
- In addition, Cargotec plans to strengthen its strategic partnership with RHI by becoming an owner in the company. Cargotec will acquire a 49 percent interest in China Crane Investment Holdings Ltd, which currently owns 18.75 percent of RHI shares, for approximately EUR 50 million.
- The transaction is subject to the relevant regulatory approvals, which are expected to be received in the coming 6–8 months (from late July 2011).

Focus areas in Marine business area

- Two dimensional growth
- Strengthen solution sales
- Grow in offshore services
- Geographical focus in China and Brazil
- Leverage Rainbow-Cargotec Industries joint venture in offshore
- Strong and focused R&D



Focus areas in Terminals business area

- Offering development, including equipment, systems & automation and services
- Project sales and delivery capabilities
- Sales management capabilities
- Cost efficiency



Focus areas in Load Handling business area

- Focus on customer needs
- Analyse future trends
- Develop operating model
- Build strong strategy
- Develop route to market
- New markets – China, India and Russia
- New product development

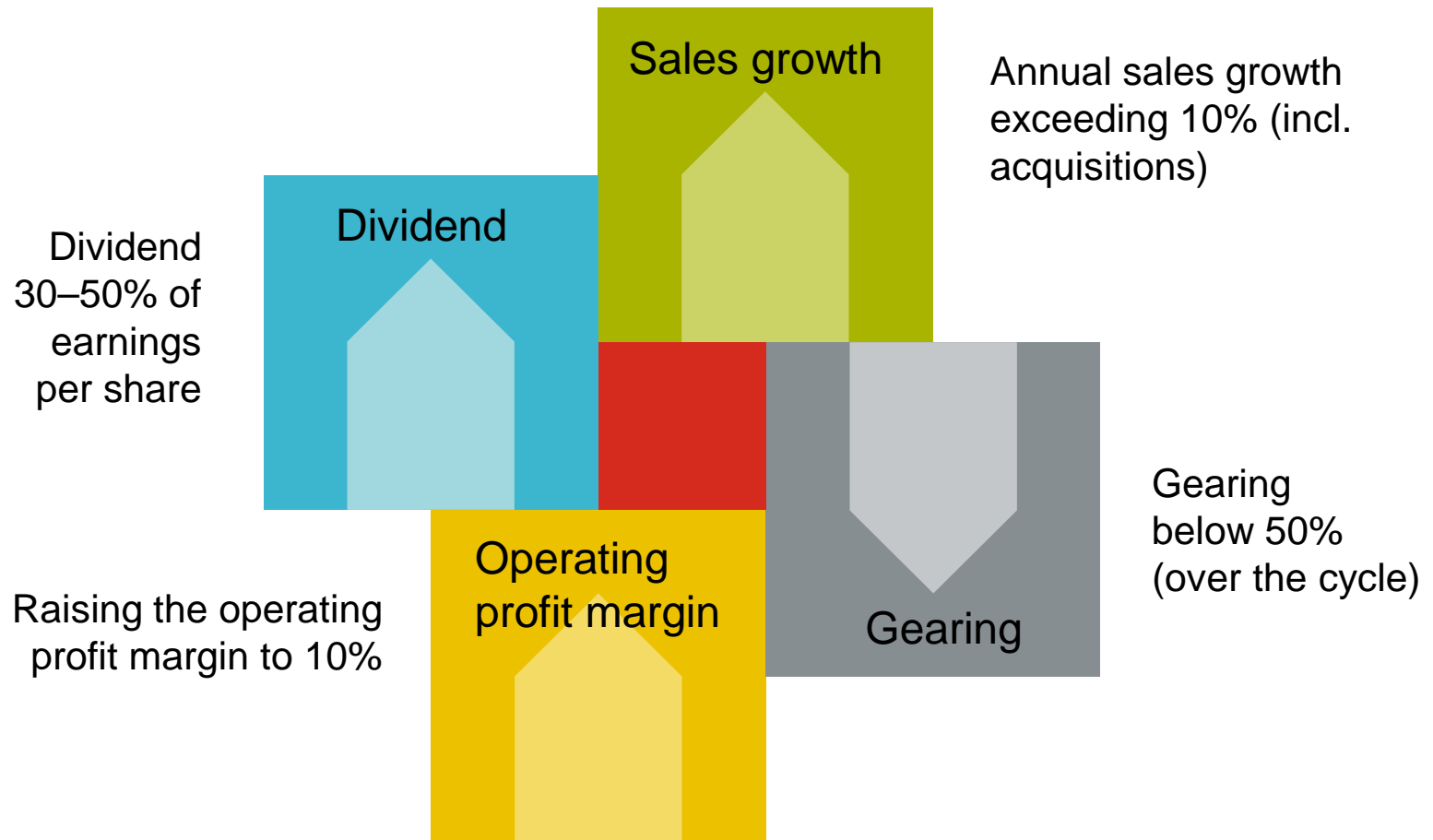


Focus areas in Services business area

- Expand offering to fleet performance
- Build strong offshore services in Brazil and the USA
- Further develop asset management



Financial targets



January–December 2011 financials



Highlights of January–December 2011

- Market activity was healthy in both segments and all geographies
- Q4 order intake grew 18% y-o-y
- Q4 sales grew 11% y-o-y
- R&D expenditure was EUR 60 (37) million
- Q4 operating profit margin was 5.8%
- Marine profitability remained very high
- Brisk activity in Terminals
- EPS for 2011 doubled from 2010



Market environment in January–December 2011

- Markets for load handling equipment grew in 2011. At the end of the year, the markets were marked by uncertain business environments, particularly in Europe.
- During 2011, the number of containers handled in ports grew. Brisker demand for container handling equipment used in ports reflected a revival in activity.
- Demand for cargo handling equipment for bulk vessels slowed towards the end of the year, but revived for cargo handling equipment destined for RoRo and container ships.
- Services markets grew throughout the year for load handling and terminals and during the second half also for marine cargo handling.

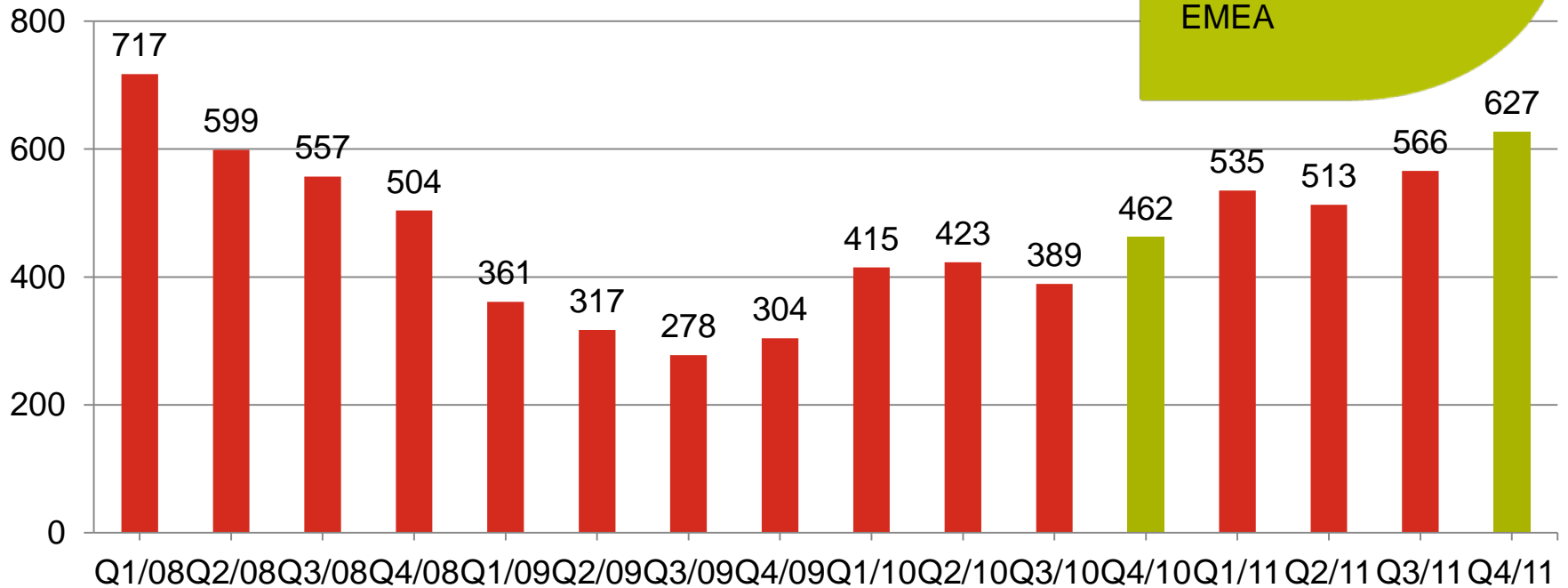


Key figures in January–December 2011

| | Q4 2011 | Q4 2010 | Change | 2011 | 2010 | Change |
|---------------------------------|---------|---------|--------|-------|-------|--------|
| Orders received, MEUR | 842 | 716 | 18% | 3,233 | 2,729 | 18% |
| Order book, MEUR | 2,426 | 2,356 | 3% | 2,426 | 2,356 | 3% |
| Sales, MEUR | 828 | 747 | 11% | 3,139 | 2,575 | 22% |
| Operating profit, MEUR | 48.0 | 38.5 | 25% | 207.0 | 131.4 | 58% |
| Operating profit margin, % | 5.8 | 5.2 | | 6.6 | 5.1 | |
| Cash flow from operations, MEUR | 88.3 | 99.5 | | 166.3 | 292.9 | |
| Interest-bearing net debt, MEUR | 299 | 171 | | 299 | 171 | |
| Earnings per share, EUR | 0.56 | 0.39 | | 2.42 | 1.21 | |

Q4: Industrial & Terminal's order intake grew 36% y-o-y

MEUR

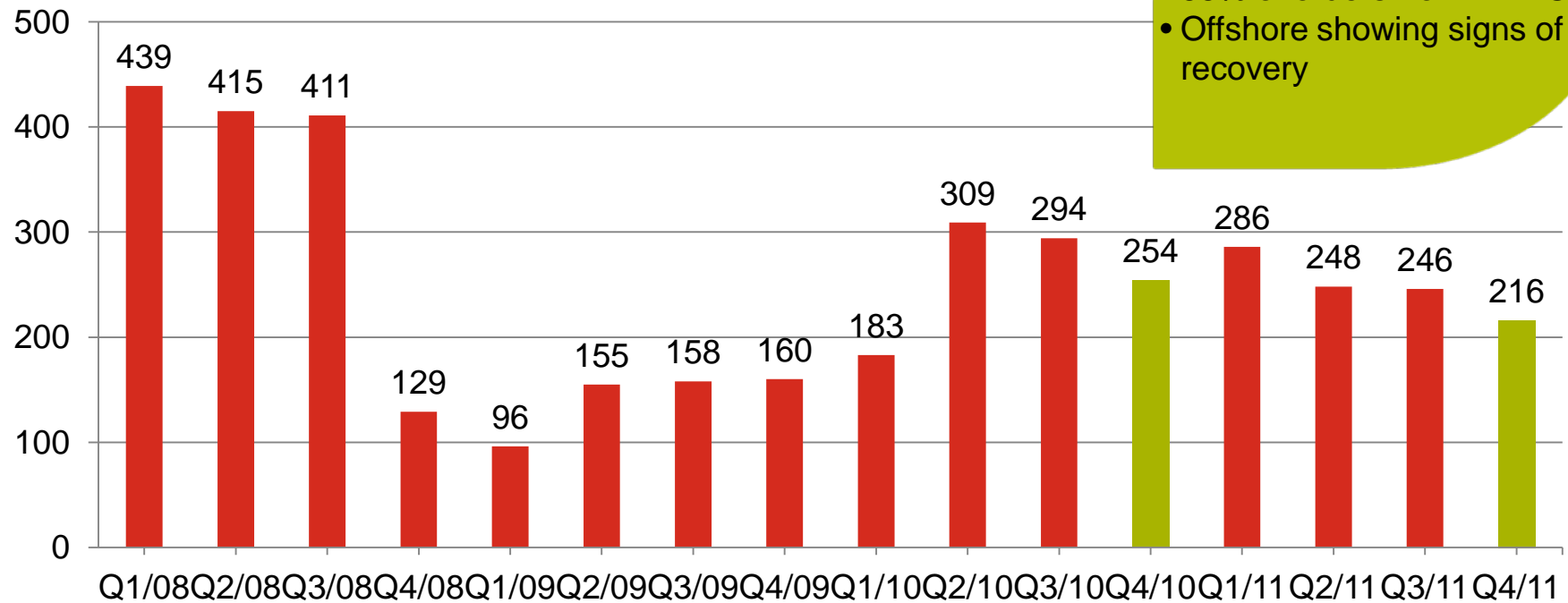


Q4

- 58% of orders from EMEA
- Orders grew strongest in EMEA

Q4: Marine's order intake continued healthy

MEUR

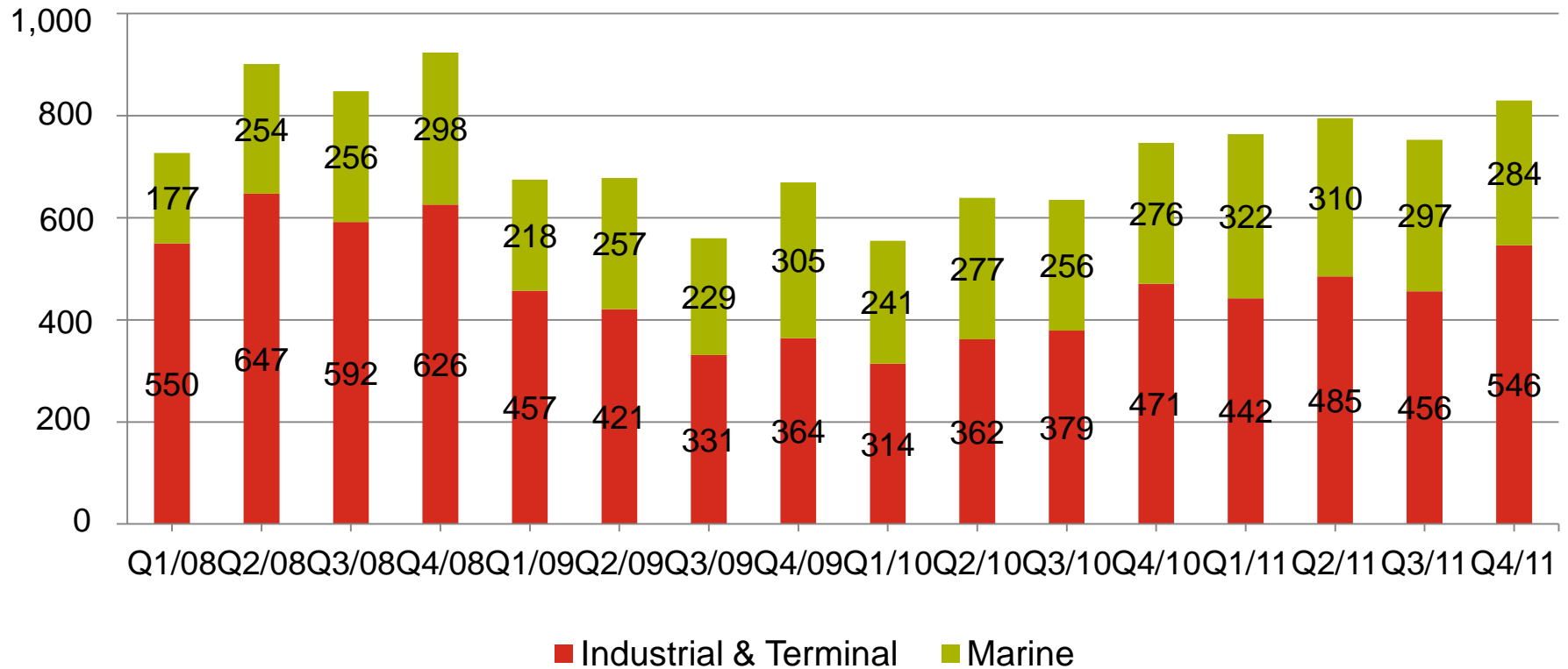


Q4

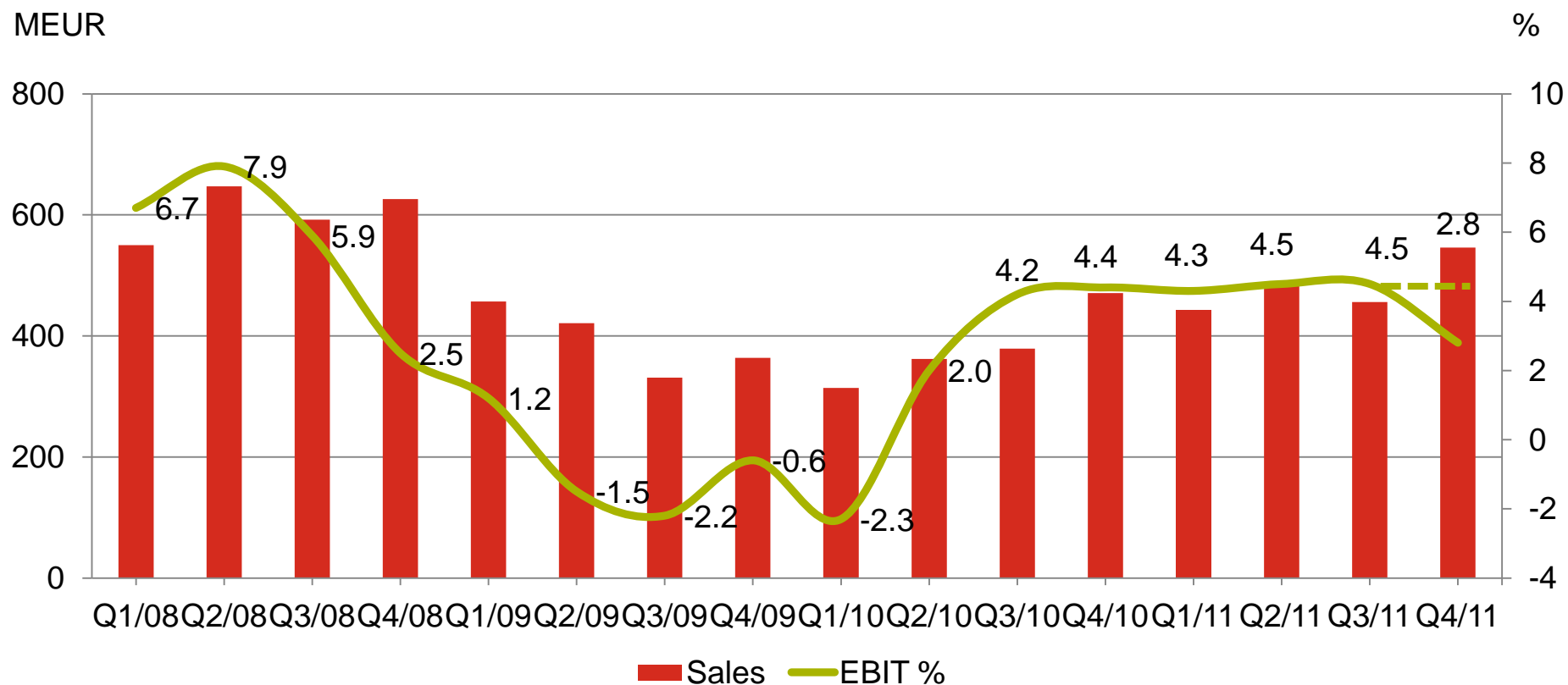
- 53% of orders from APAC
- Offshore showing signs of recovery

Q4: Sales grew 11% y-o-y and 22% in 2011

MEUR

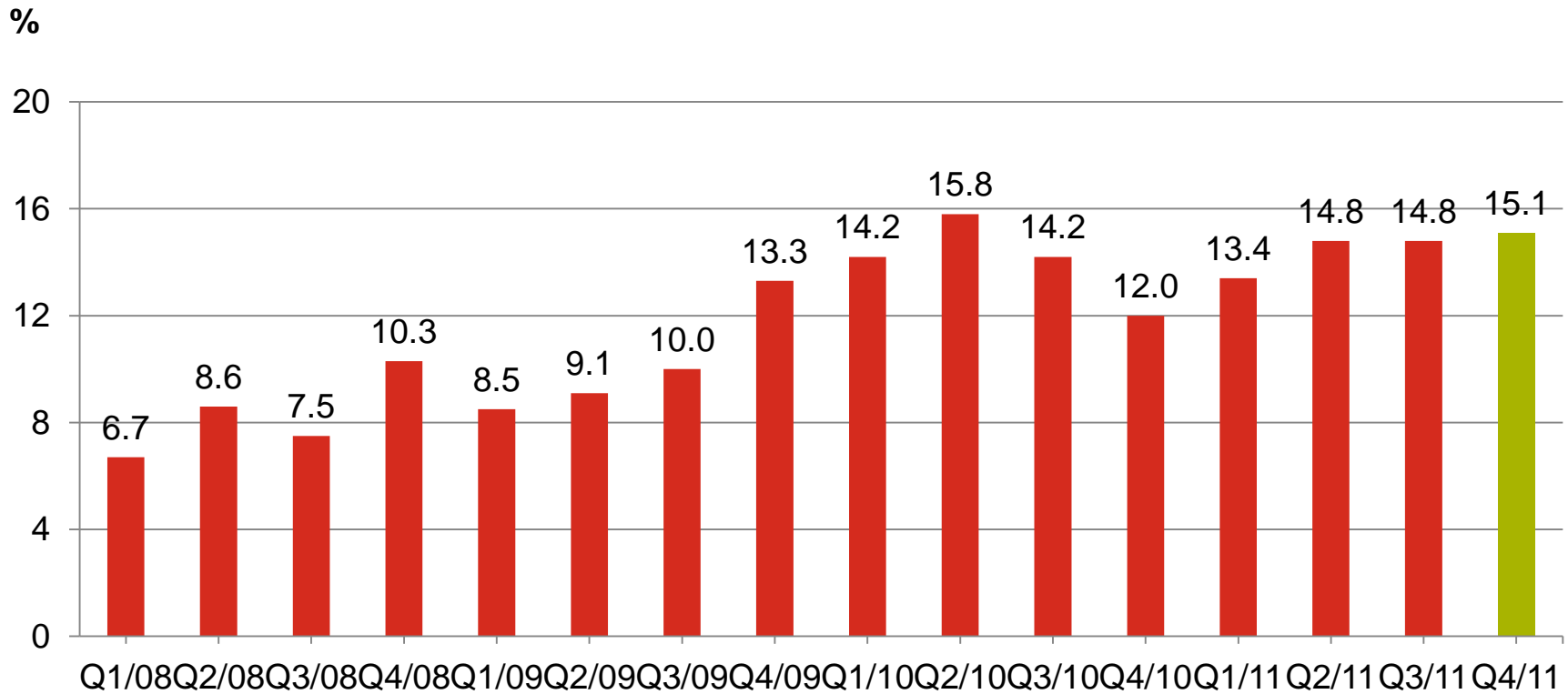


Q4: Industrial & Terminal operating margin



EBIT% Q1/08–Q4/10 excluding restructuring costs

Q4: Marine's profitability continued very strong



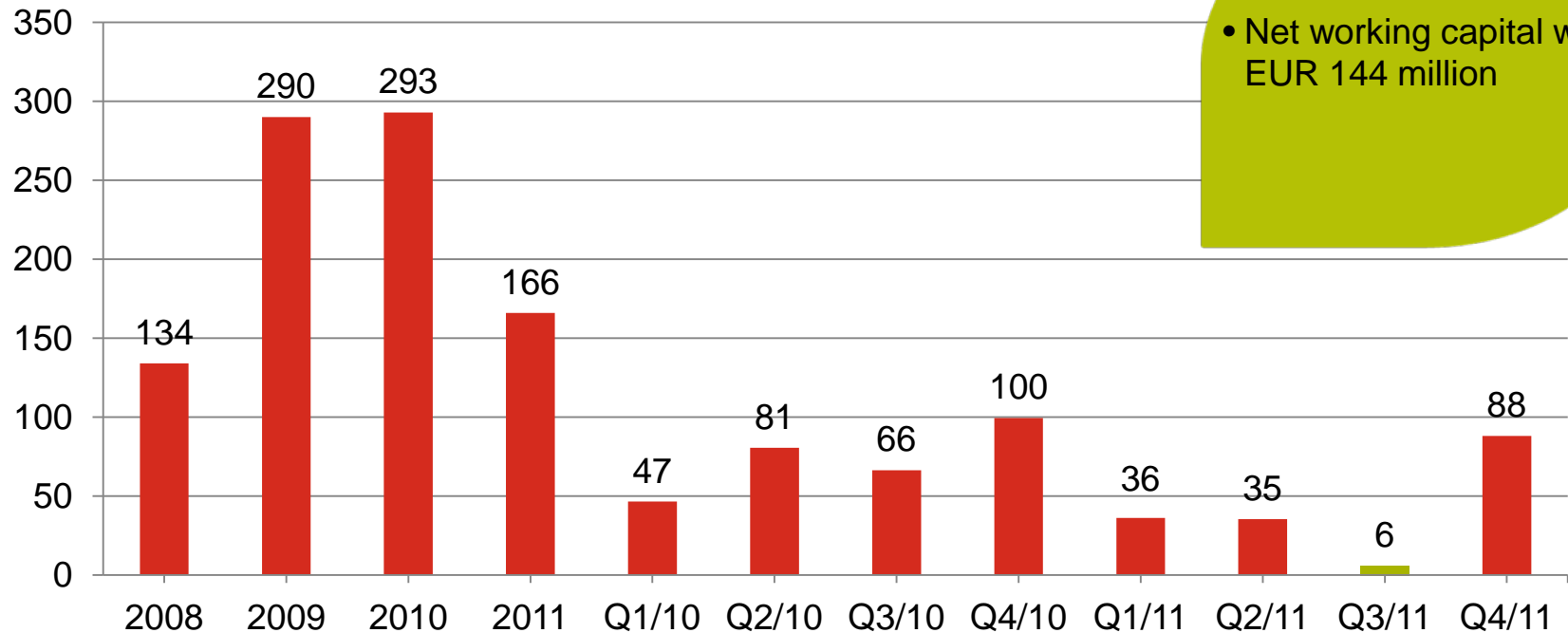
EBIT% Q1/08–Q4/10 excluding restructuring costs

Gross profit development



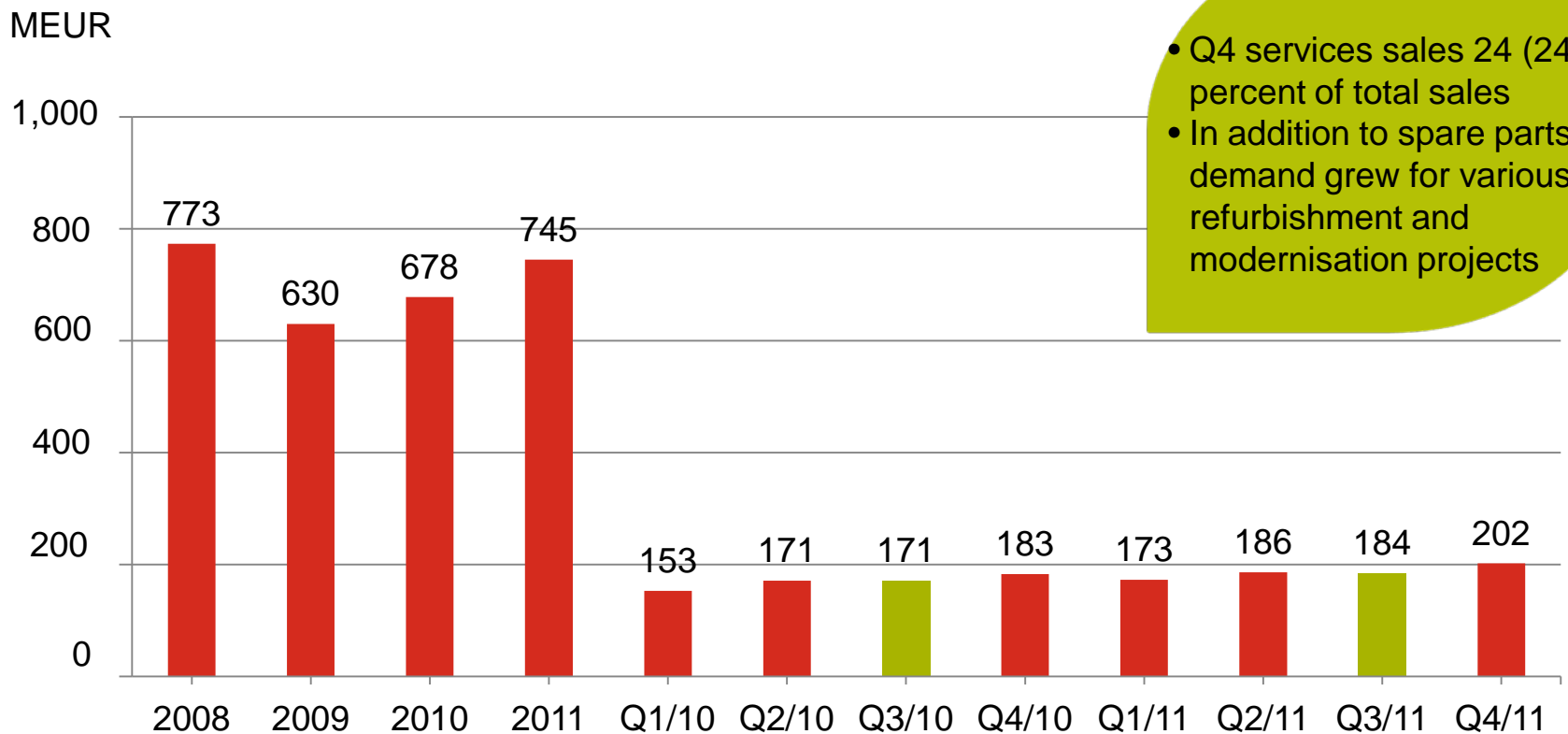
Cash flow from operations healthy in growing markets

MEUR



• Net working capital was EUR 144 million

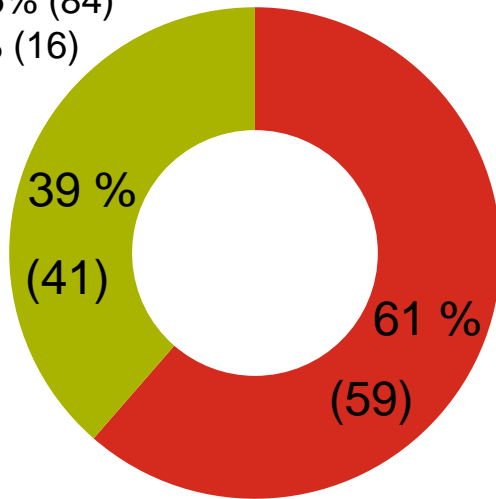
Q4: Services sales grew 11% y-o-y



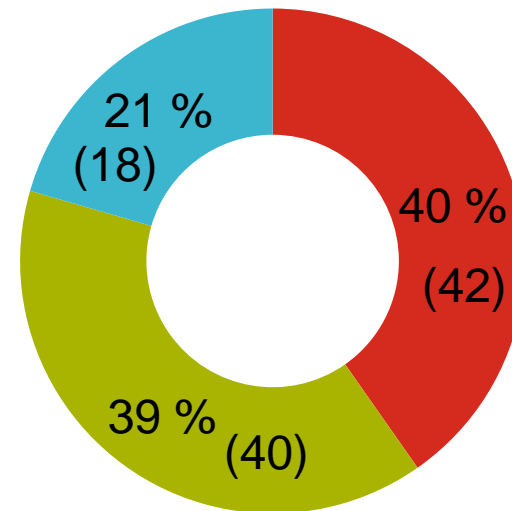
EMEA and APAC equal in size, Americas grew slightly

Sales by reporting segment 2011, %

Equipment 85% (84)
Services 15% (16)



Sales by geographical segment 2011, %

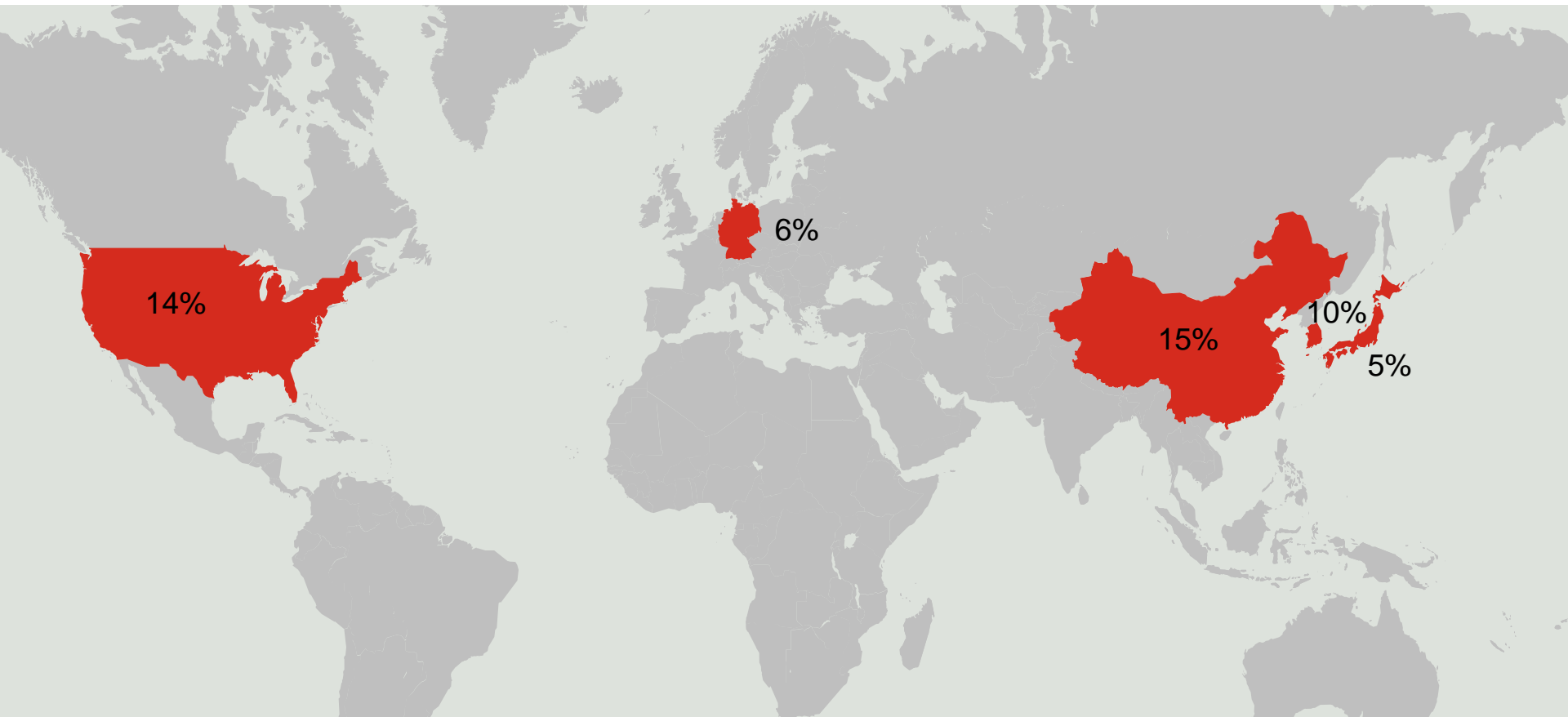


Equipment 71% (67)
Services 29% (33)

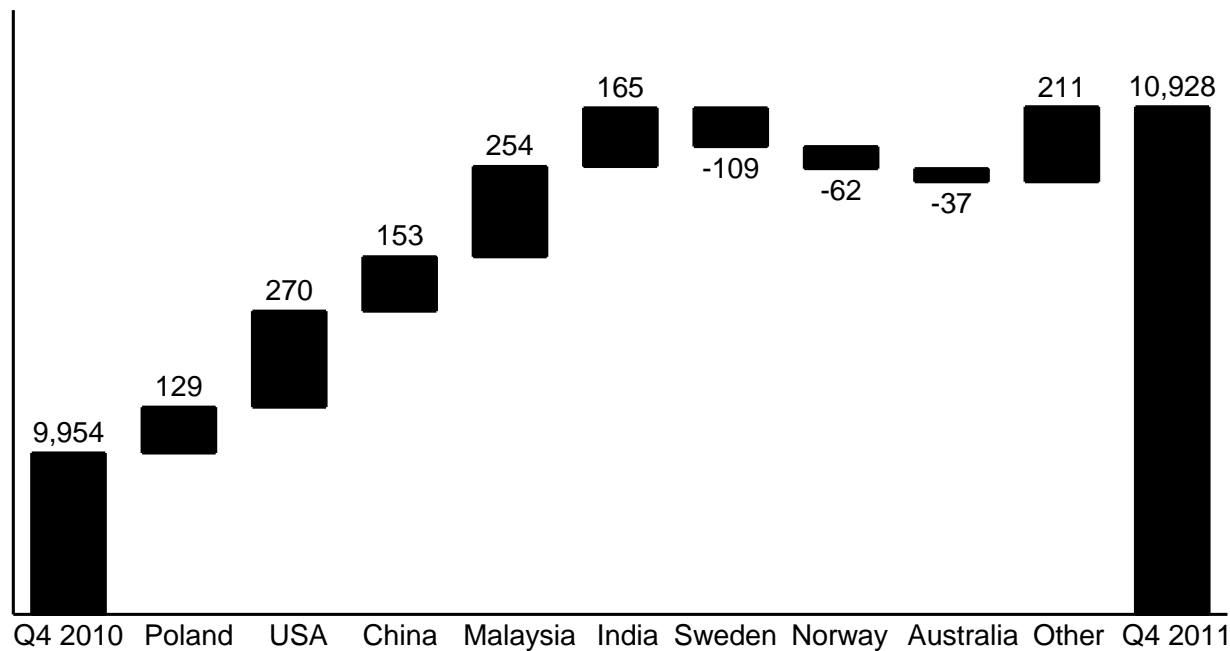
■ Marine ■ Industrial & Terminal

■ Americas ■ APAC ■ EMEA

Five biggest countries accounted for 50% of sales

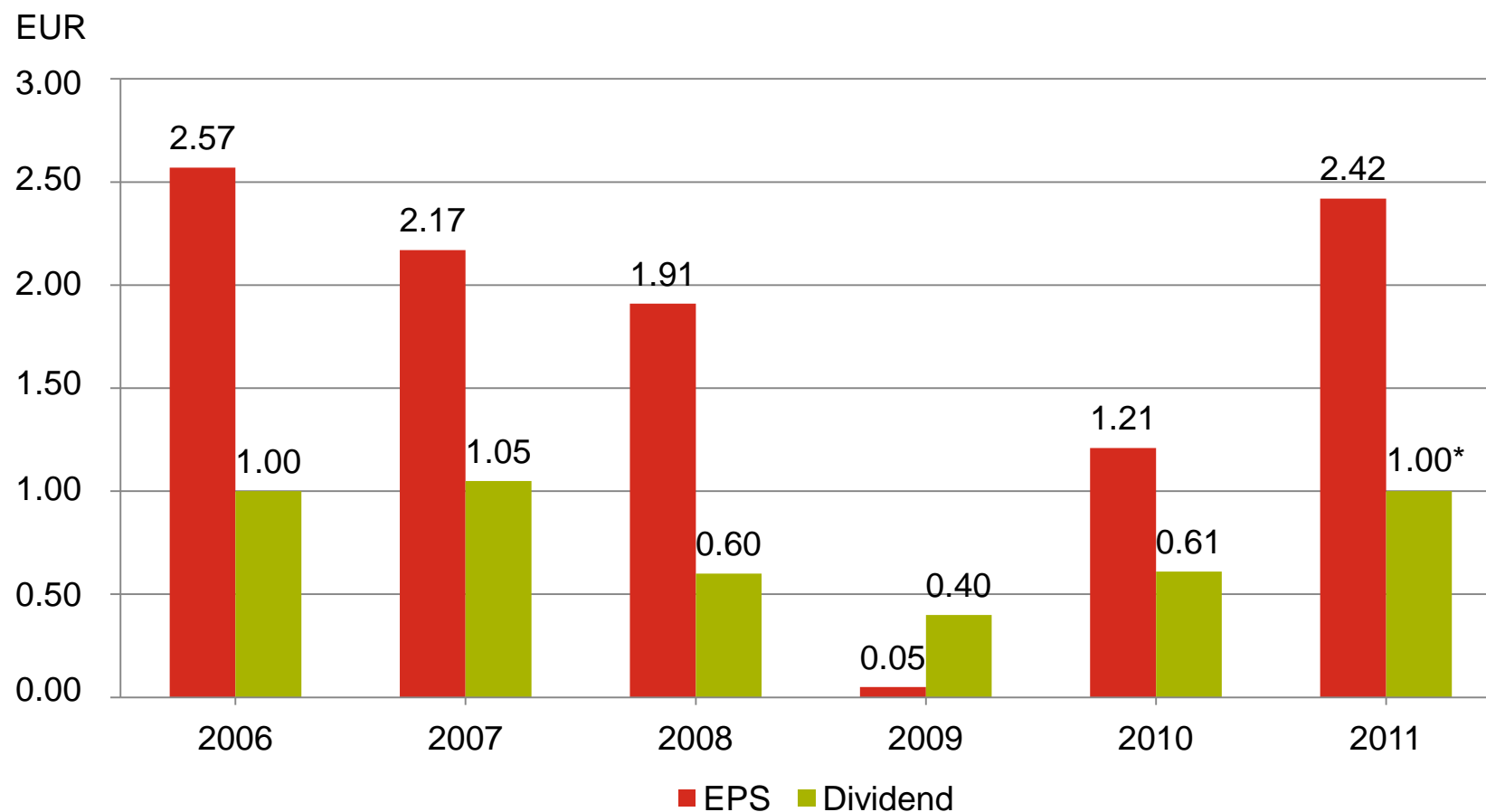


Changes in number of employees



Poland: MAU Stargard
USA: Navis acquisition and MAU Ottawa
China: MAU Shanghai and sales
Malaysia: acquisition and MAU Ipoh
India: Navis acquisition and R&D

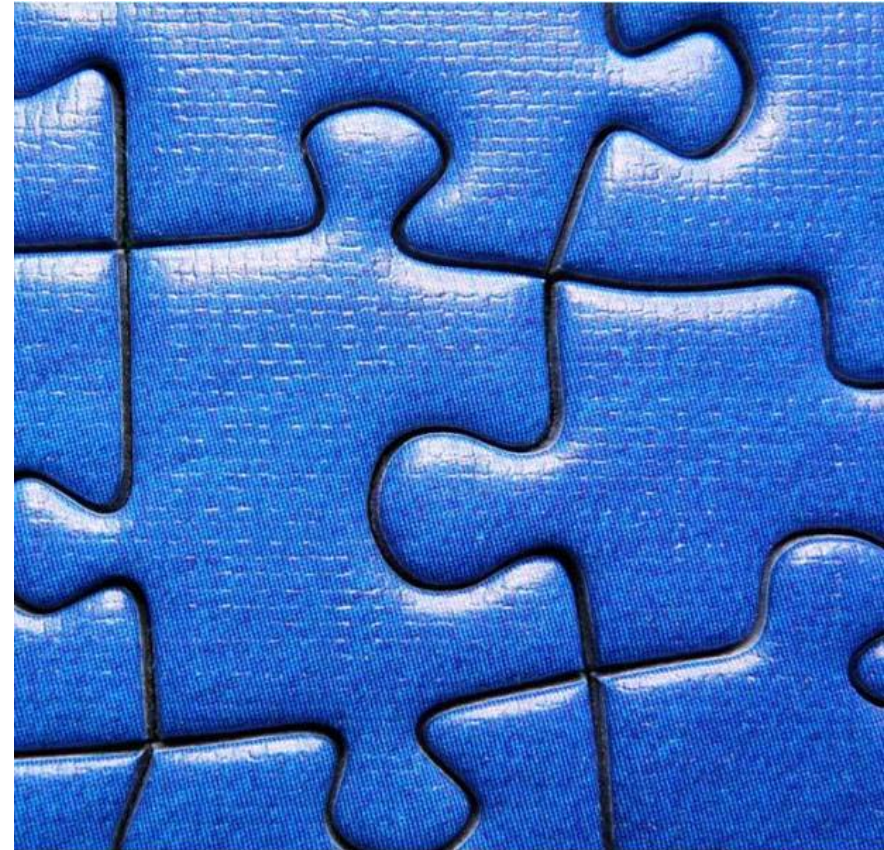
Earnings per share and dividend (B share)



* Dividend proposal by the Board of Directors

Cargotec's key priorities in 2012

- Asia
- Strengthening market position in Load Handling
- Repositioning in heavy cranes (JV)
- Growth opportunities for Marine
- Further development of Services
- Cargotec ERP
- Leveraging the building blocks in Terminals



Leveraging the building blocks in Terminals



Navis acquisition



Technology and competence centre in Singapore



Technology and competence centre in Tampere, Finland



Repositioning in heavy cranes



Winning with products, projects and services

Outlook

- Cargotec expects its 2012 sales to grow and operating profit margin to improve compared to 2011.

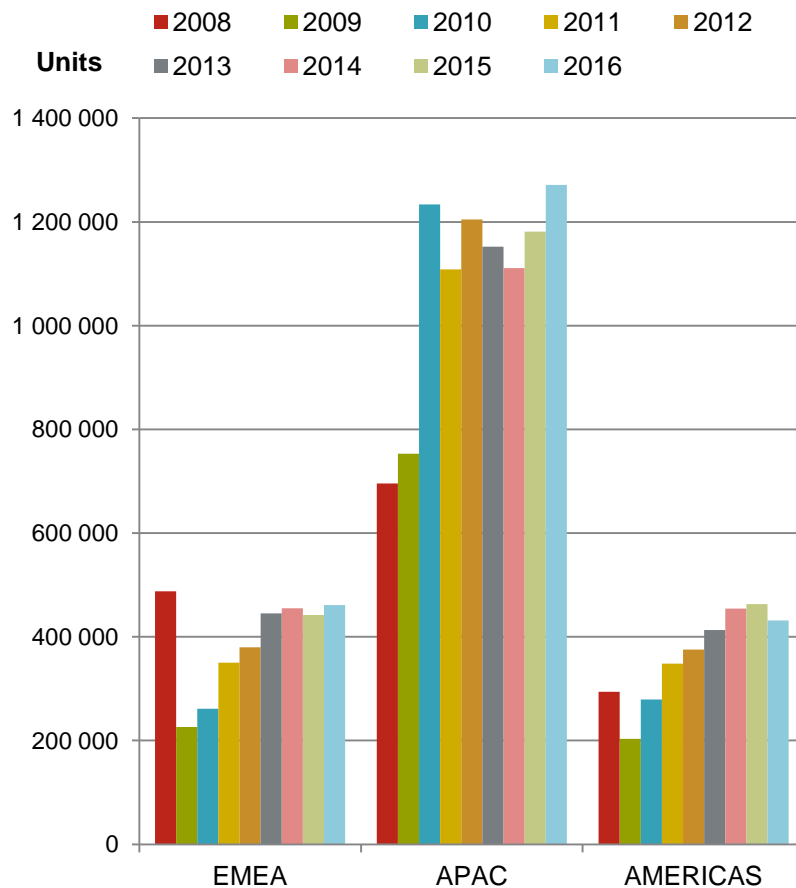


Appendices

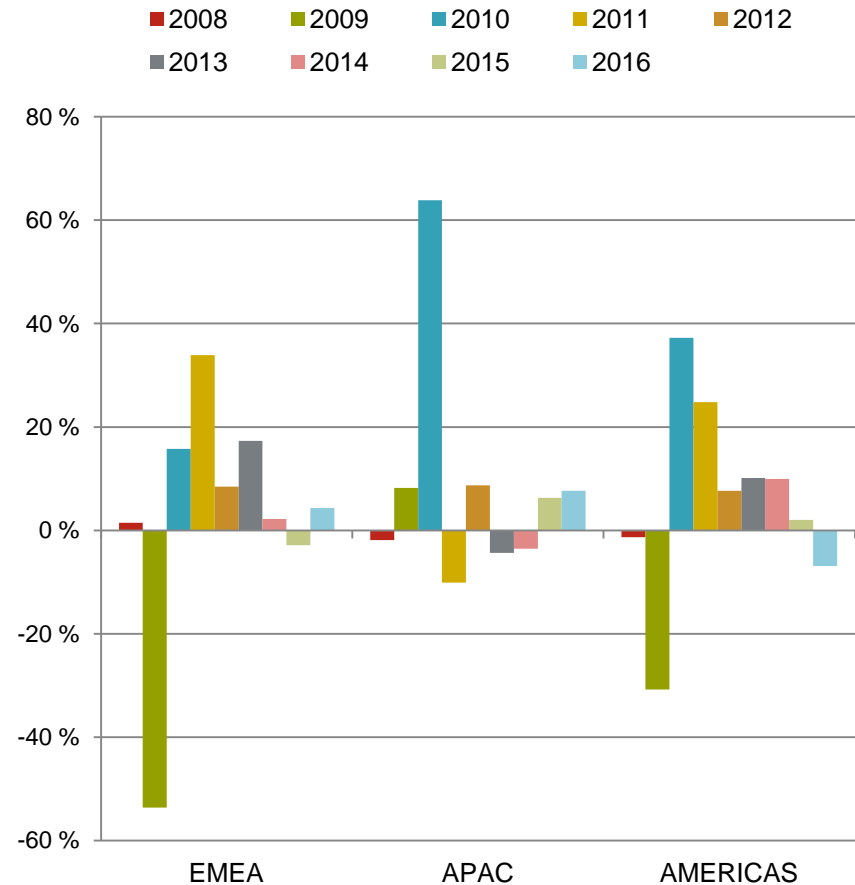


Macro indicator trends

Truck sales GVW over 15 ton -Regions



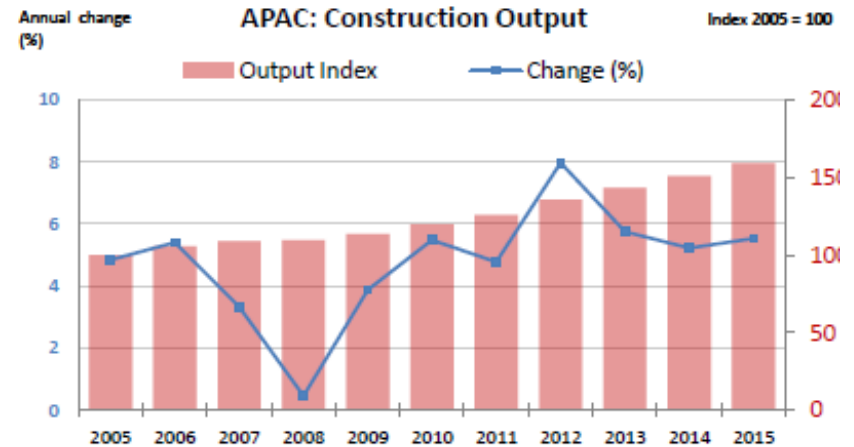
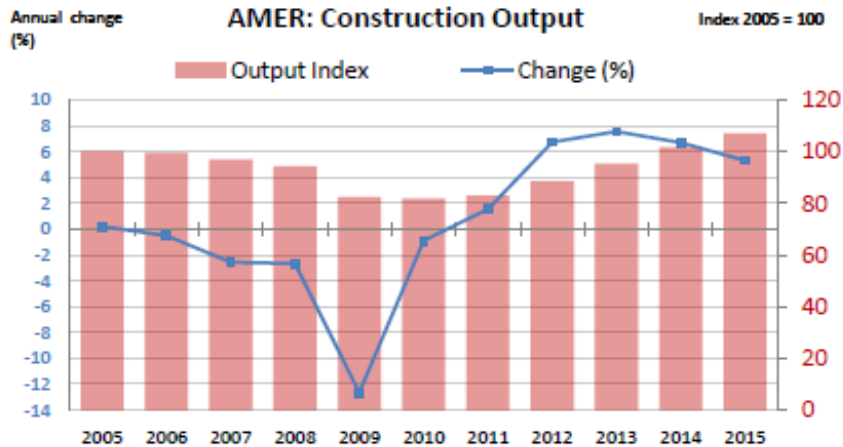
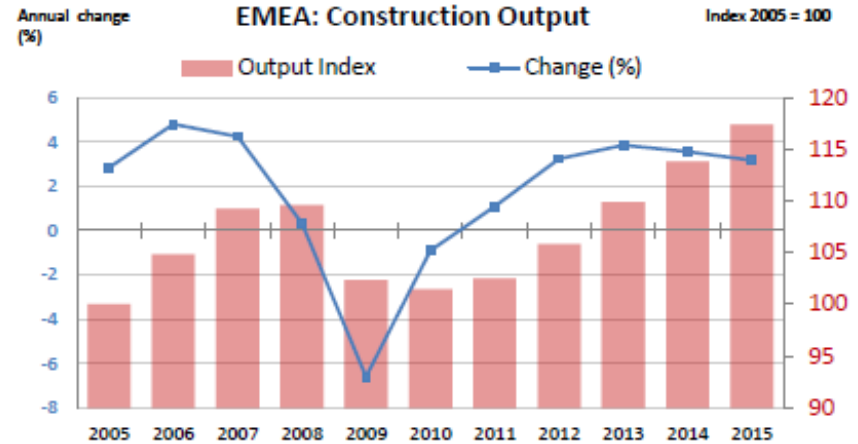
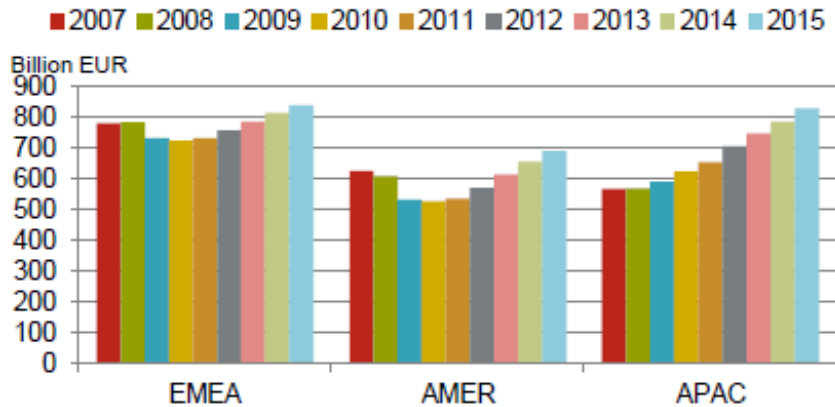
Sales growth GVW over 15 ton - Regions



Source: Global Insight Q4/2011

Macro indicator trends

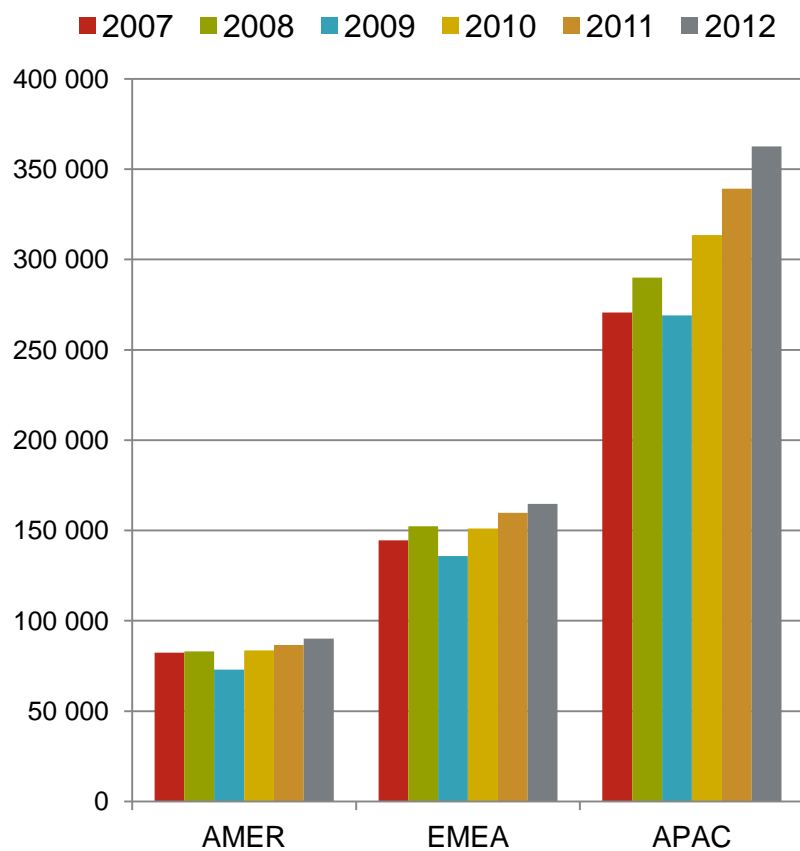
Total Construction Output



Source: Oxford Economics Q3/2011

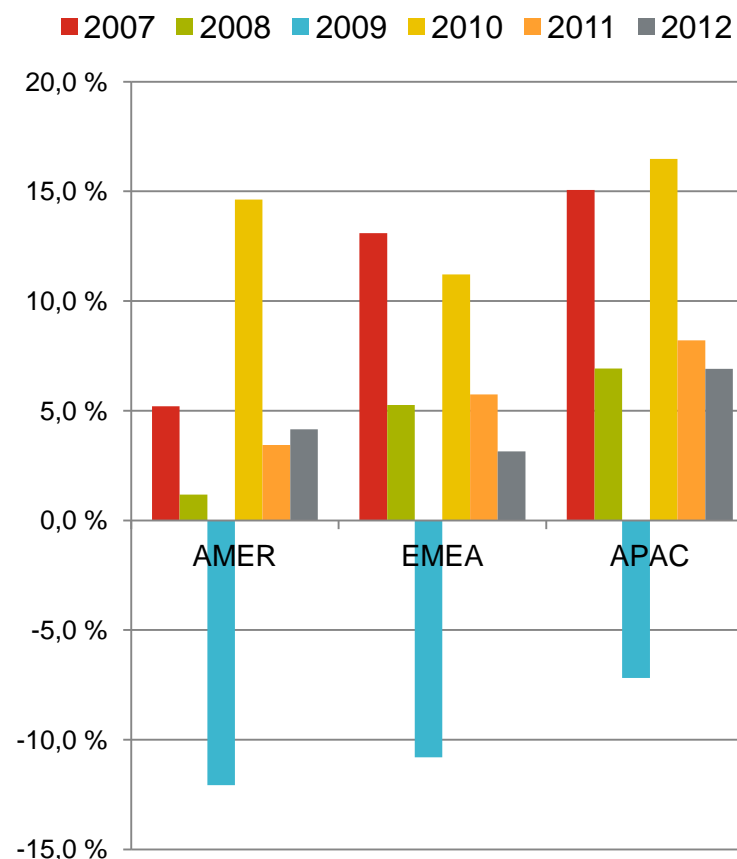
Macro indicator trends

Drewry (Throughput '000 TEU units)

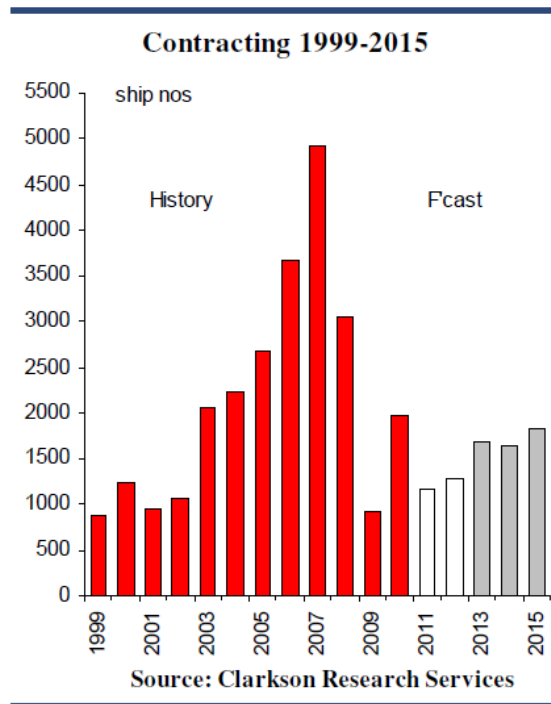


Source: Drewry Container Forecaster Q4/2011

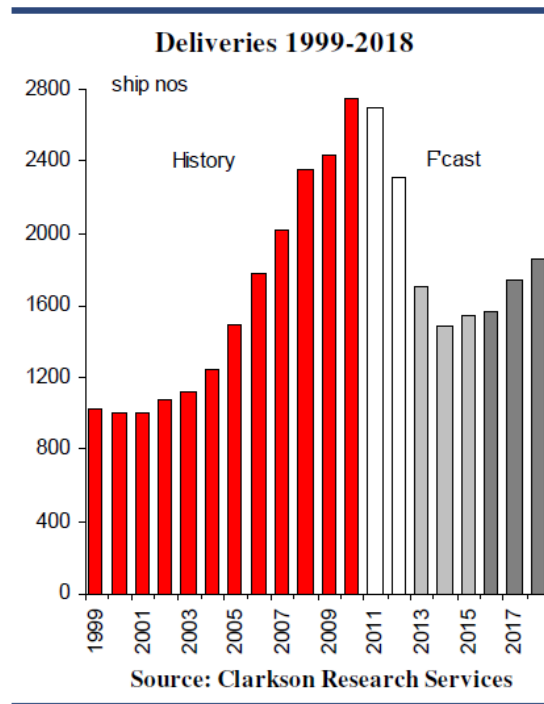
Drewry (Throughput TEU % change)



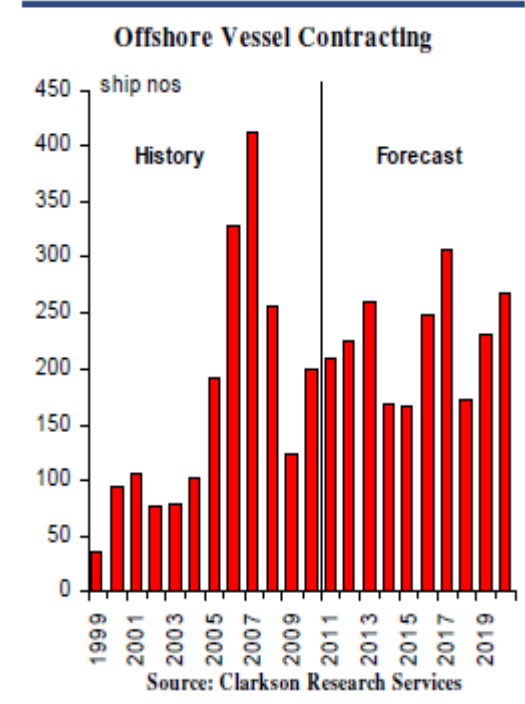
Ship contracting and delivery forecast



Medium-Term Contracting Forecast to 2015



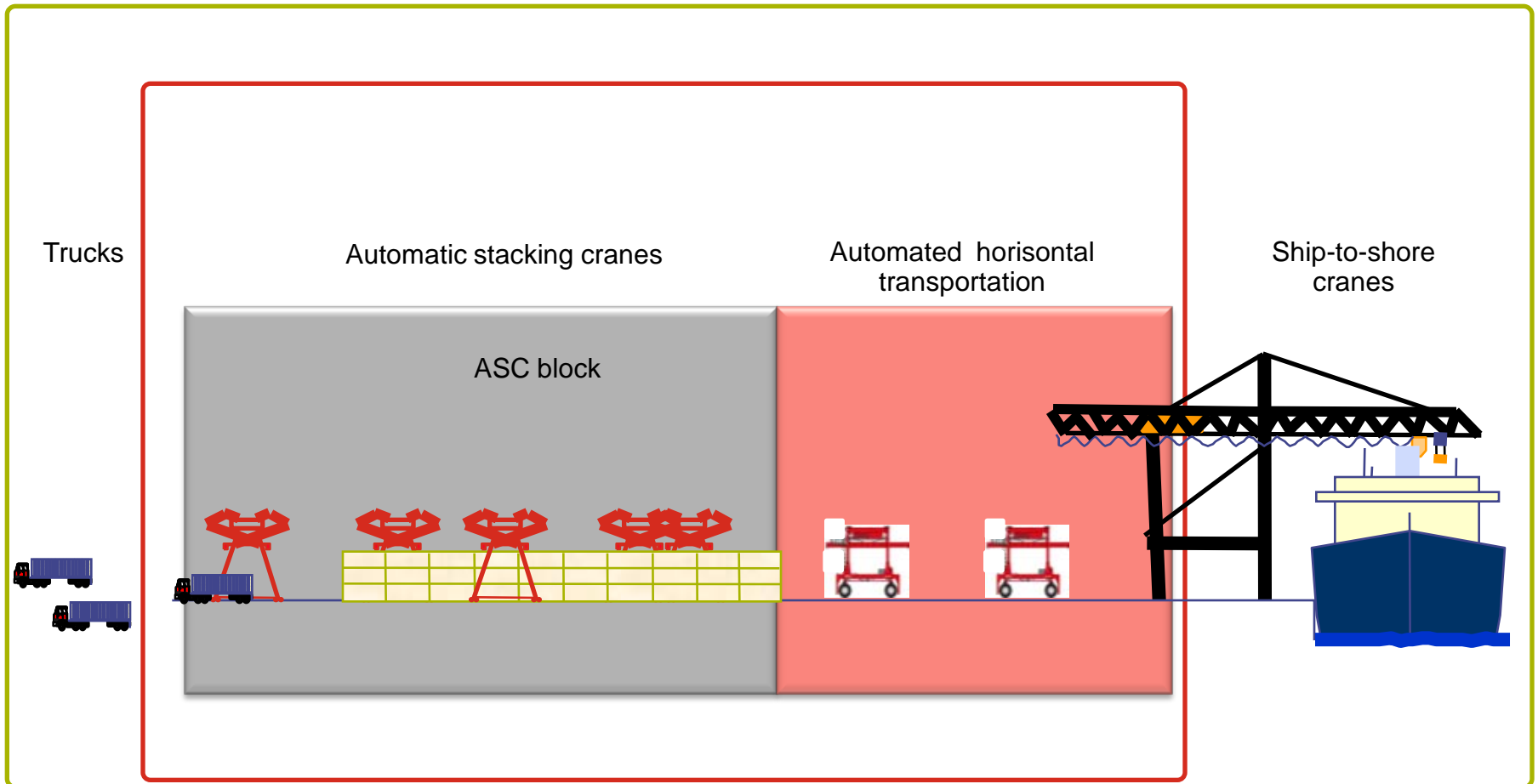
Medium-Term Deliveries to 2018



Offshore Vessel Contracting

Source: Clarkson research 9/2011

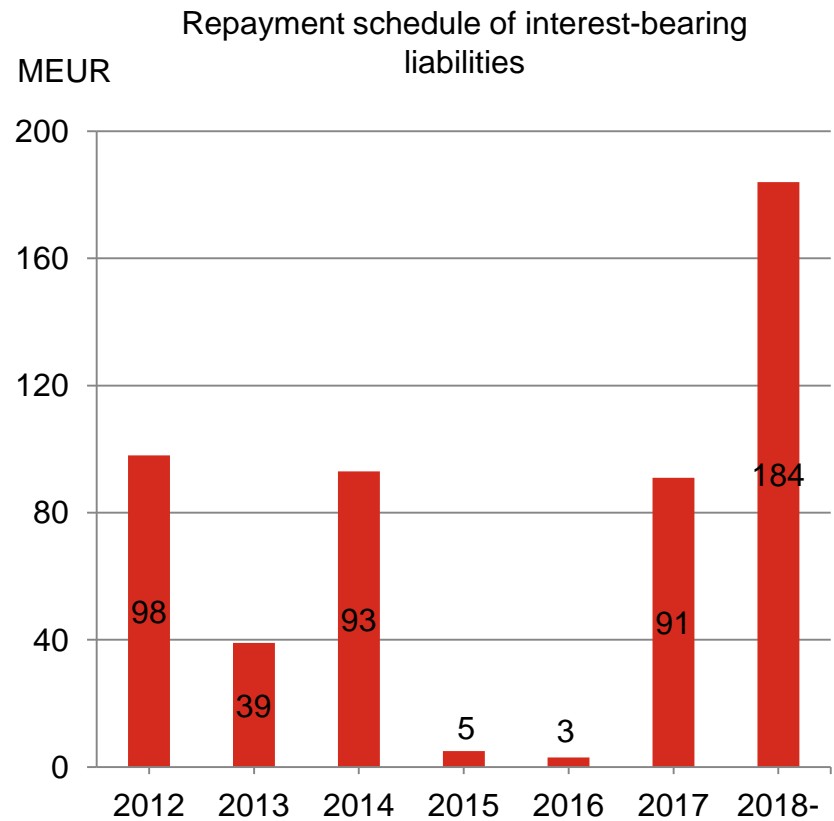
Terminal operating system



Low gearing and strong liquidity 31 Dec 2011

- Gearing 25.4%
- Net debt MEUR 299
- Liquidity MEUR 504
 - Cash and cash equivalents MEUR 204
 - Unused and committed long-term revolving credit facility of MEUR 300
- During Q3 2011, Cargotec strengthened liquidity further by signing new credit facilities of MEUR 120 which will mature in 2018–2021.

→ Cargotec is well prepared financially for the coming years



Hiab offering



Loader cranes



Truck-mounted forklifts



Demountables



Tail lifts



Forestry cranes



Stiff boom cranes



Services

Key competition with Hiab offering

| | Knuckle-boom Cranes | Stiff boom Cranes | Demountables | Tail Lifts | Truck-mounted Forklifts | Forestry Cranes |
|---------------|------------------------|----------------------|--------------|------------|----------------------------|--------------------|
| • Hiab | X | X | X | X | X | X |
| • Palfinger | X | X | X | X | X | X |
| • Hyva | X | | X | X | | |
| • Fassi | X | | | | | |
| • Effer | X | | | | | |
| • PM | X | | | | | |
| • Unic | | X | | | | |
| • Tadano | | X | | | | |
| • National | | X | | | | |
| • Meiller | | | X | | | |
| • Marrel | | | X | | | |
| • Stellar | | | X | | | |
| • Shimaywa | | | X | X | | |
| • D'Hollandia | | | | X | | |
| • MBB | | | | X | | |
| • Maxon | | | | X | | |
| • Manitou | | | | | X | |
| • Chrisman | | | | | X | |
| • Donkey | | | | | X | |
| • Kesla | | | | | | X |
| • Prentice | | | | | | X |

Kalmar offering



Straddle carriers



Reachstackers



Terminal tractors



Forklift trucks



Ship-to-Shore cranes



RTGs, RMGs



Spreaders



Services

Key competition with Kalmar offering

| | Ship-to-Shore Cranes | RTG/RMG Cranes | Straddle Carriers | Reach Stackers | Fork Lift Trucks | Terminal Tractors. AGVs | Spreaders | Mobile Harbour Cranes | Services |
|----------------|----------------------|----------------|-------------------|----------------|------------------|-------------------------|-----------|-----------------------|----------|
| • Kalmar | X | X | X | X | X | X | X | | X |
| • ZPMC | X | X | | | | | | | |
| • Liebherr | X | X | X | X | | | | X | |
| • Mitsubishi | X | X | | | X | | | X | |
| • Mitsui | X | X | | | | | | | |
| • Terex | X | X | X | X | X | X | | X | X |
| • Konecranes | X | X | X | X | X | | | | X |
| • TCM | | X | X | | X | | | | |
| • CVS Ferrari | | | X | X | X | X | | | |
| • Hyster Heavy | | | | X | X | | | | |
| • Taylor | | | | X | X | | | | |
| • Kion | | | | X | X | | | | |
| • Sany | | | | X | | | | | |
| • Svetruck | | | | | X | | | | |
| • Capacity | | | | | | | | | |
| • Terberg | | | | | | X | | | |
| • Sinotruck | | | | | | X | | | |
| • Stinis | | | | | | X | X | | |
| • RAM | | | | | | | X | | |

MacGregor offering



Hatch covers



Ship cranes



Offshore deck equipment



Securing



RoRo



Link spans



Bulk loaders



Services

Key competition with MacGregor offering

| | Hatch Covers | Deck Cranes | Lashing equipment | Bulk systems | RoRo equipment | Offshore | Services |
|----------------------|--------------|-------------|-------------------|--------------|----------------|----------|----------|
| • MacGregor | X | X | X | X | X | X | X |
| • TTS | X | X | | | X | X | X |
| • Seohae | X | | | | X | | |
| • IHI | X | X | | X (cement) | | | |
| • Nakata | X | | | X (coal) | | | |
| • Liebherr | | X | | | | X | X |
| • Oriental Precision | | X | | | | X | |
| • NMF | | X | | | | | X |
| • MHI | | X | | | | | |
| • Luzhou (KGW) | | X | | | | | |
| • German Lashing | | | X | | | | X |
| • SEC | | | X | | | | X |
| • Krupp | | | | X (coal) | | | |
| • Buhler | | | | X (grain) | | | |
| • FLS | | | | X | | | |
| • Sumitomo | | | | X (coal) | | | |
| • National Oilwell | | | | | | X | |
| • Rolls Royce | | | | | | X | X |
| • Dreggen | | | | | | X | |
| • ODIM | | | | | | X | |
| • Coops & Nieborg | X | | | | | | |
| • Ainoura (ex-Tsuji) | X | X | | | X | | (X) |

we keep cargo on the move™