

# 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

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

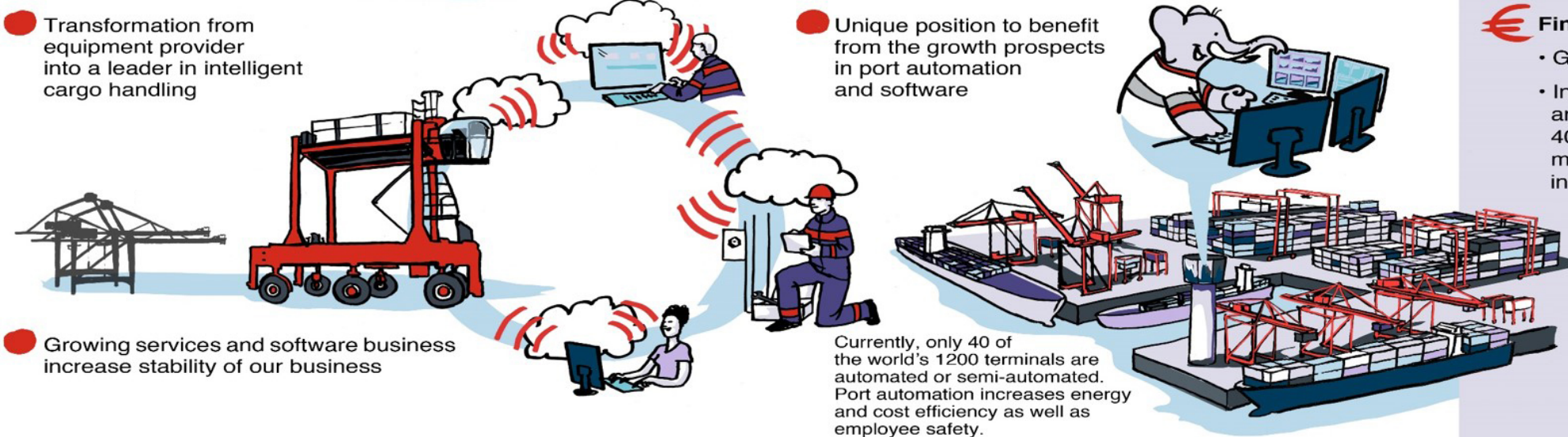
● Unique position to benefit  
from the growth prospects  
in port automation  
and software

## € 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

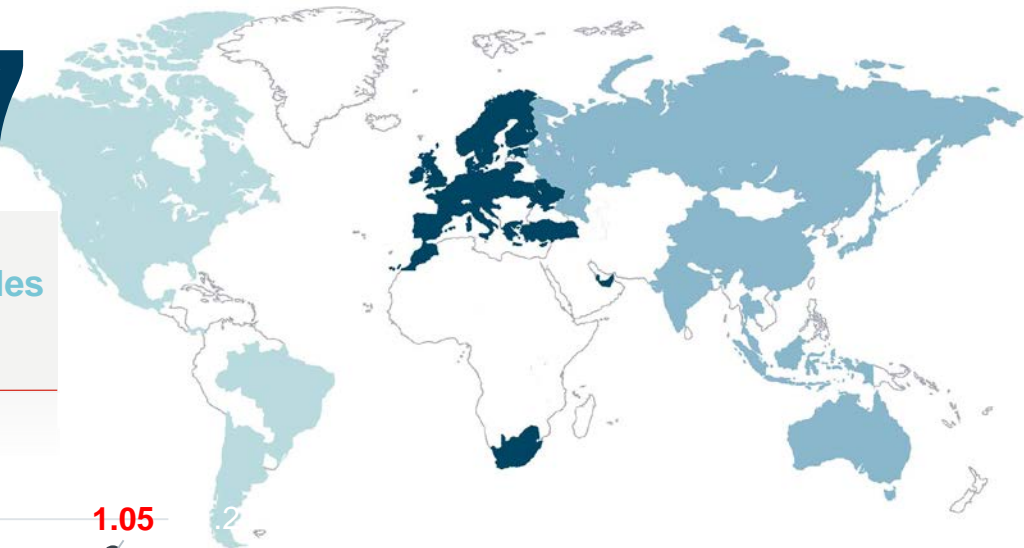
● Growing services and software business  
increase stability of our business

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.

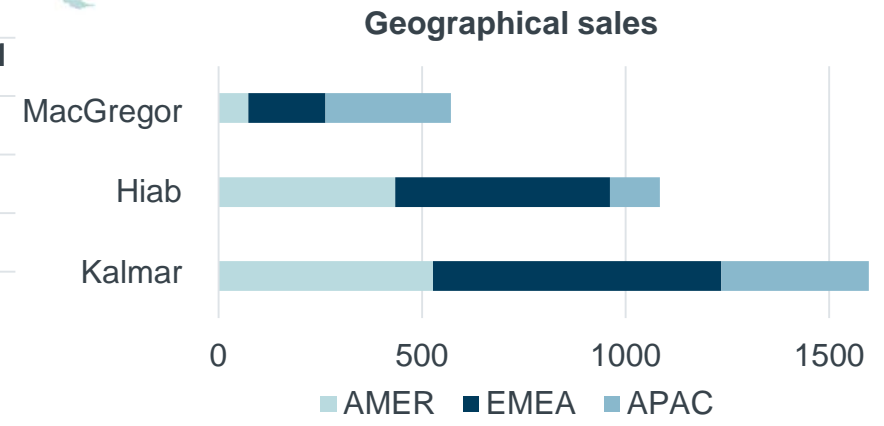
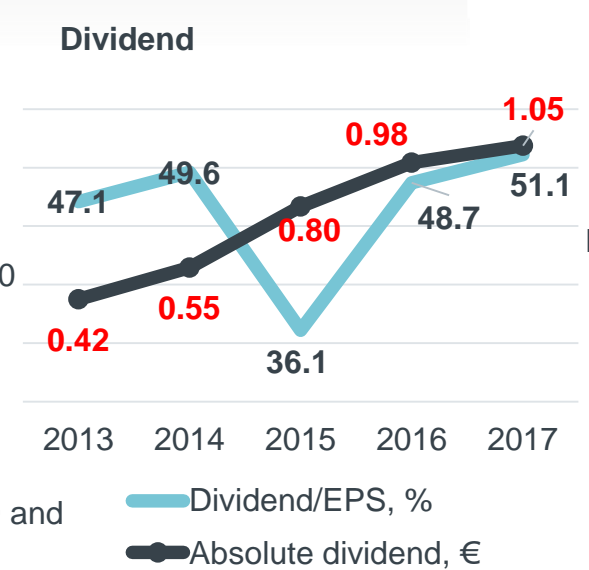
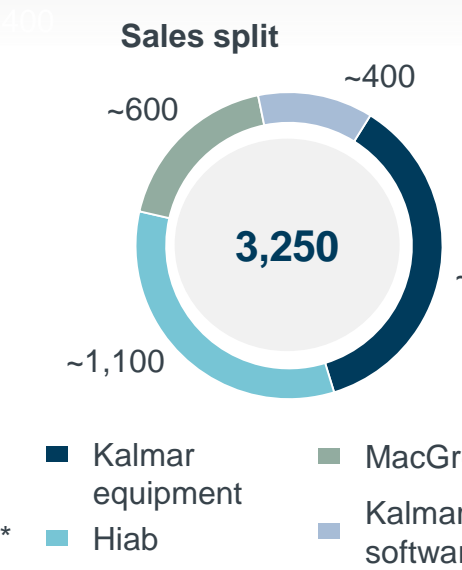
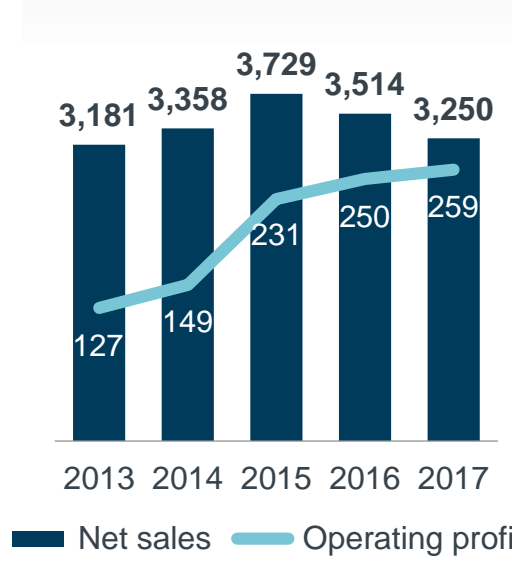




# CARGOTEC KEY FIGURES 2017



<b>Sales</b> MEUR 3,250	<b>Operating profit*</b> MEUR 259, 8.0% of sales	<b>Orders received</b> MEUR 3,190	<b>Employees</b> 11,251	<b>Service and software sales</b> MEUR 1,059, 33% of total
----------------------------	--------------------------------------------------------	--------------------------------------	----------------------------	------------------------------------------------------------------



\*Excluding restructuring costs 2017 figures have been restated according to IFRS 15 and calculated by using the new definitions for the equipment, service and software businesses announced in March 2018

**Cargotec's vision is to become the leader in intelligent cargo handling by focusing on four must-win battles**

**Win through customer centricity**

**Advance in services**

**Accelerate digitalisation**

**Productivity for growth**

# Financial targets

Grow faster than the market

Cargotec operating profit margin 10% in 3-5 years

Service and Software sales 40% of net sales, minimum EUR 1.5 billion in 3-5 years

Increasing dividend in the range of 30-50% of EPS, dividend paid twice a year

15% ROCE in 3-5 years

Gearing below 50%

# #1-2

Market position in all major segments

## Megatrends supporting our business



Urbanisation



Digitalisation



Population growth



Energy demand

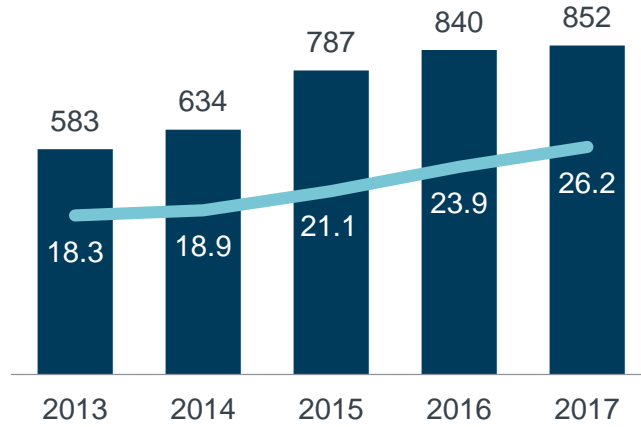


GDP growth per capita



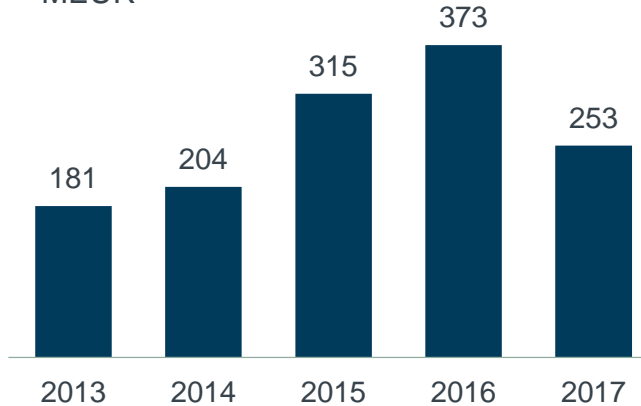
Environmental awareness

### Gross profit

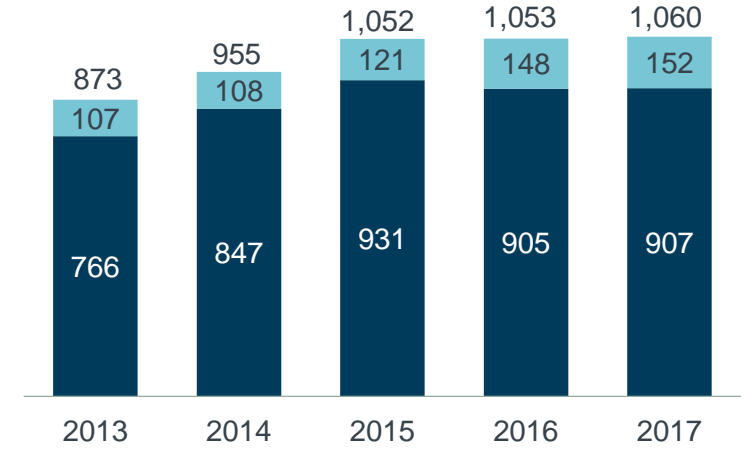


■ Gross profit MEUR    ● Gross profit -%

### Cash flow from operations MEUR



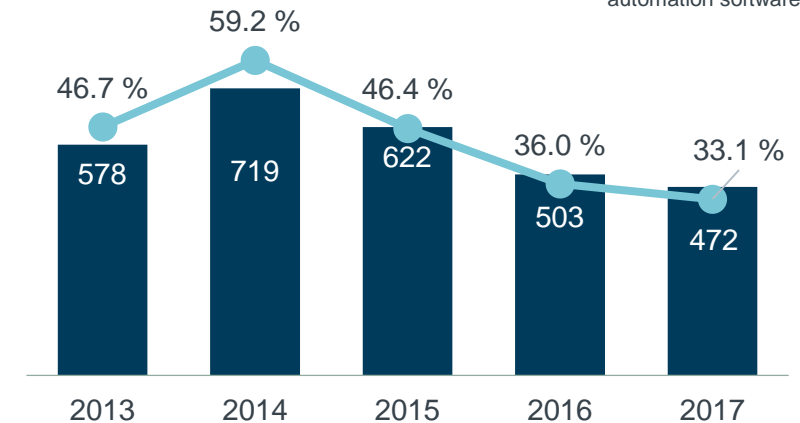
### Service and software\* sales



■ Services    ■ Software

\*) Software sales defined as Navis business unit and automation software

### Net debt and gearing



■ Net debt MEUR    ● Gearing-%