

Investor presentation, July 2018

# Becoming the leader in intelligent cargo handling

# Why invest in Cargotec?



- Our target: To become the leader in intelligent cargo handling through digitalisation, services and leadership
- Several favorable megatrends support our growth prospects

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

Every other ship in the world has MacGregor equipment on board.

- We have strong brands and a loyal global customer base



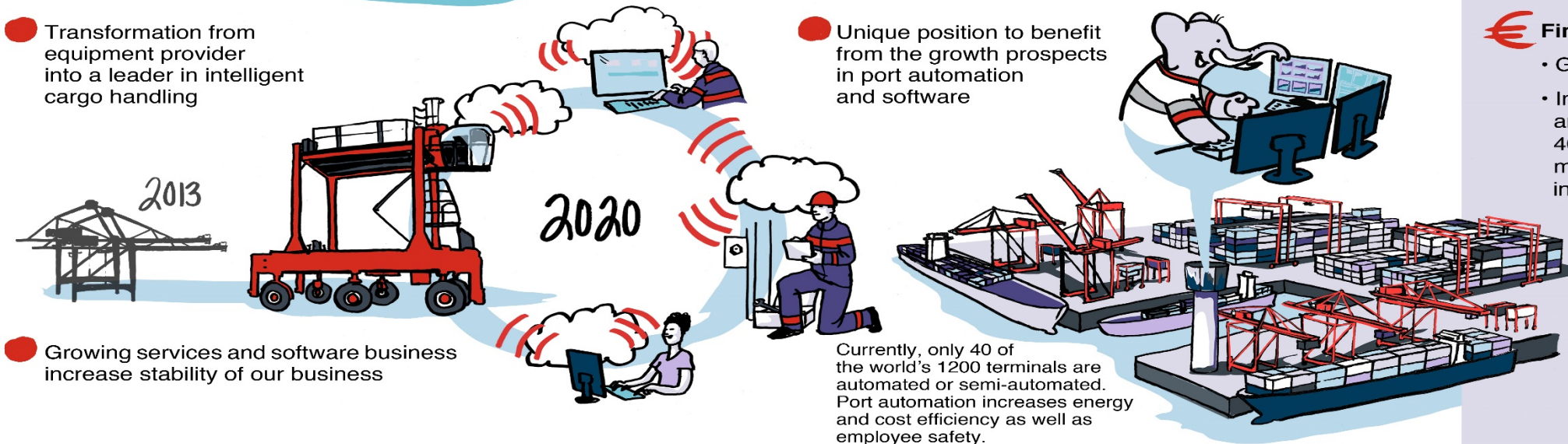
- Transformation from equipment provider into a leader in intelligent cargo handling

- 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.



# Content

1. Cargotec in brief
2. Investment highlights
3. Kalmar
4. Hiab
5. MacGregor
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# Cargotec in brief



# Strong global player with well-balanced business

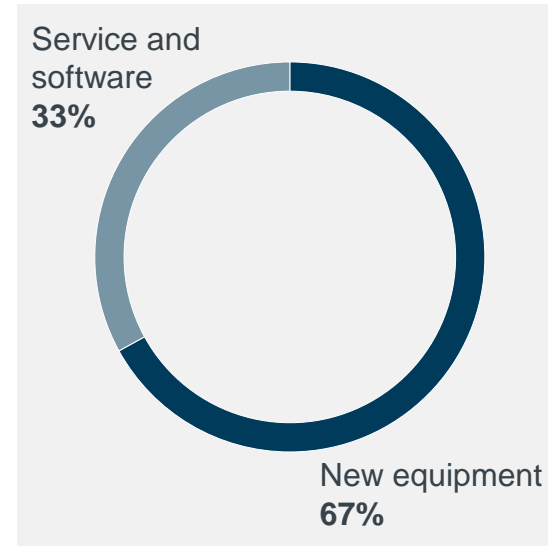
**Sales:**  
**EUR 3,250 million**  
**EBIT: 8.0%**

**Kalmar**  
 Sales: **EUR 1,598 million**  
 EBIT: **8.3%** (EUR 133.1 million)

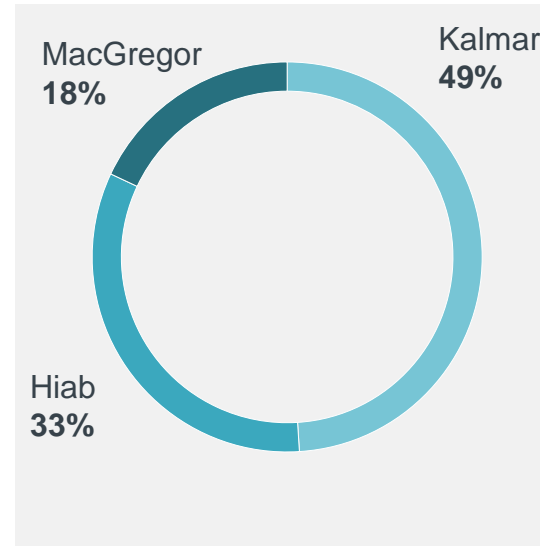
**Hiab**  
 Sales: **EUR 1,084 million**  
 EBIT: **14.5%** (EUR 157.2 million)

**MacGregor**  
 Sales: **EUR 571 million**  
 EBIT: **1.9%** (EUR 10.6 million)

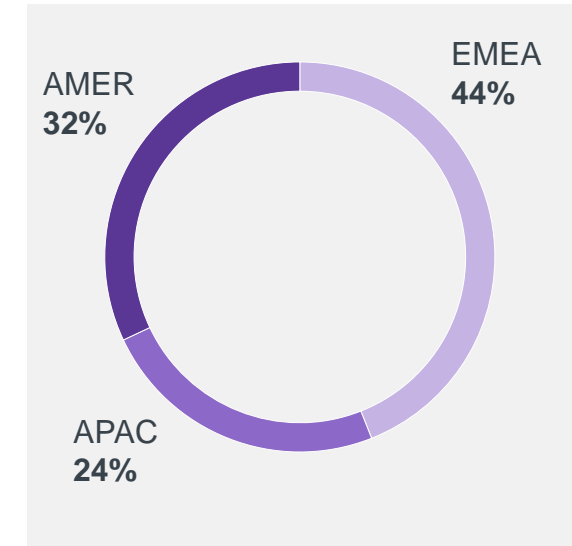
**Sales split: new equipment vs service and software**



**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



Figures have been restated according to IFRS 15 and are calculated by using the new definitions for the equipment, service and software businesses announced in March 2018

Figures: 2017  
 EBIT % excluding restructuring costs

# Key competitors

Cargotec is a leading player in all of its business areas

Global main competitors



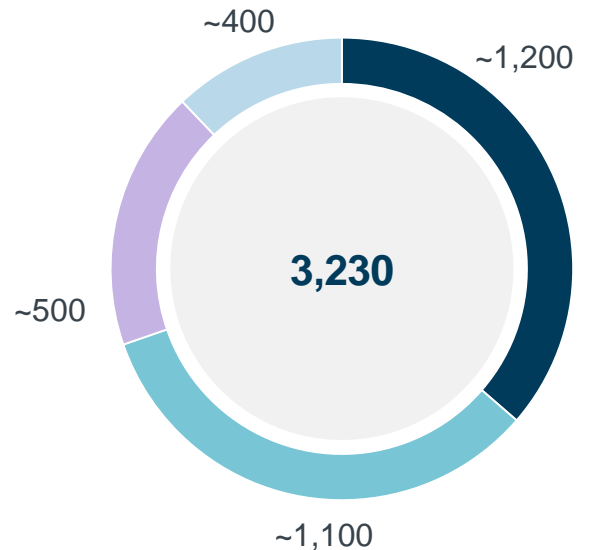
Other competitors



# Currently two businesses performing well

## Net sales\* in Q2/17-Q1/18

EUR million



- Kalmar equipment
- Hiab
- MacGregor
- Kalmar APD and software

|   | Trend in orders, last 12 months | Profitability: EBIT margin, last 12 months |
|---|---------------------------------|--|
| Kalmar software (Navis) and Automation and Projects division                      |                                 | Low due to long term investments           |
| MacGregor   | +6%                             | <b>1.6%</b>                                |
| Hiab  | +10%                            | <b>14.1%</b>                               |
| Kalmar equipment and service (excluding Automation and Projects Division & Navis) |                                 | Low double digit                           |

\* 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. Transforming from equipment provider into the leader in intelligent cargo handling
3. Growing service & software business and asset light business model are increasing stability
4. Capitalizing 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. We are transforming from equipment provider into a leader in intelligent cargo handling

**2013**

Product leadership

**Good equipment company**

→ Product R&D drives offering development and higher gross profit

**2018**

Services leadership

**World-class service offering**

→ Connected equipment and data analytics building value on data  
→ Significant software business

**2020**

Leader in intelligent cargo handling

**40% of the sales from services and software**

→ More efficient and optimised cargo handling solutions

**MUST-WINS**

Lead digitalisation

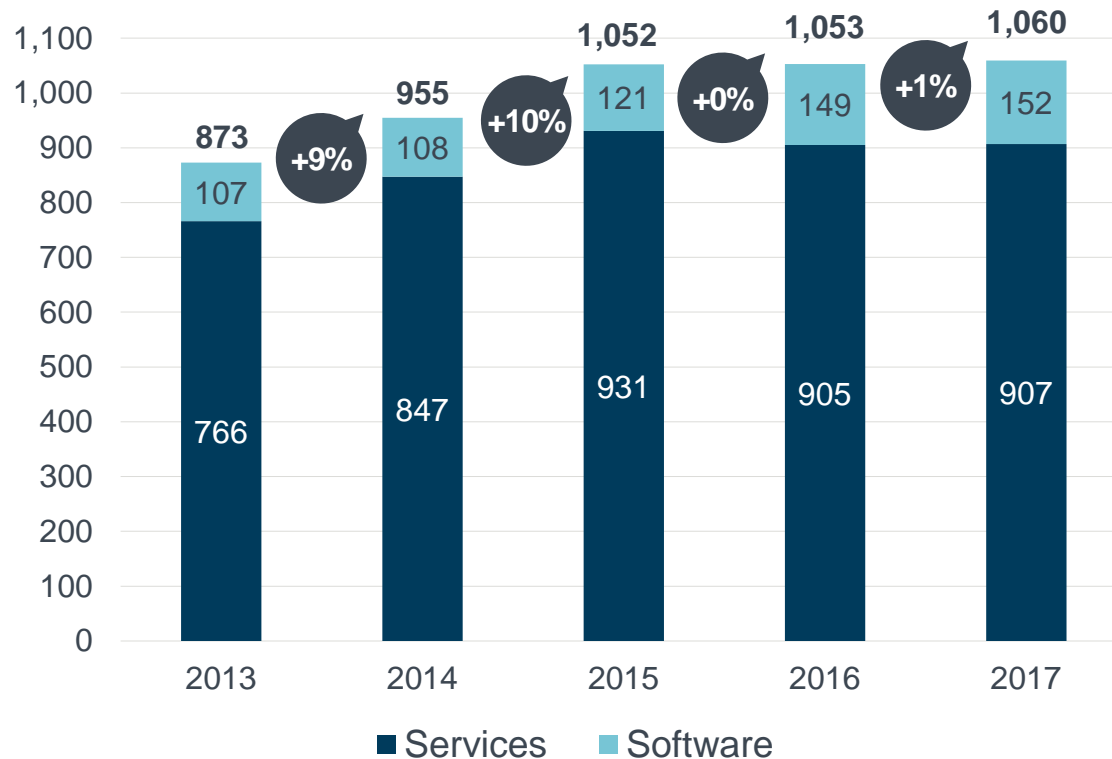
World-class service offering

Build world-class leadership

# 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:

- All new equipment connected by 2018
- Build on Navis position as industry leader
- Increase spare parts capture rates
- Boost service contract attachment rates

# 4. Capitalizing 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\*

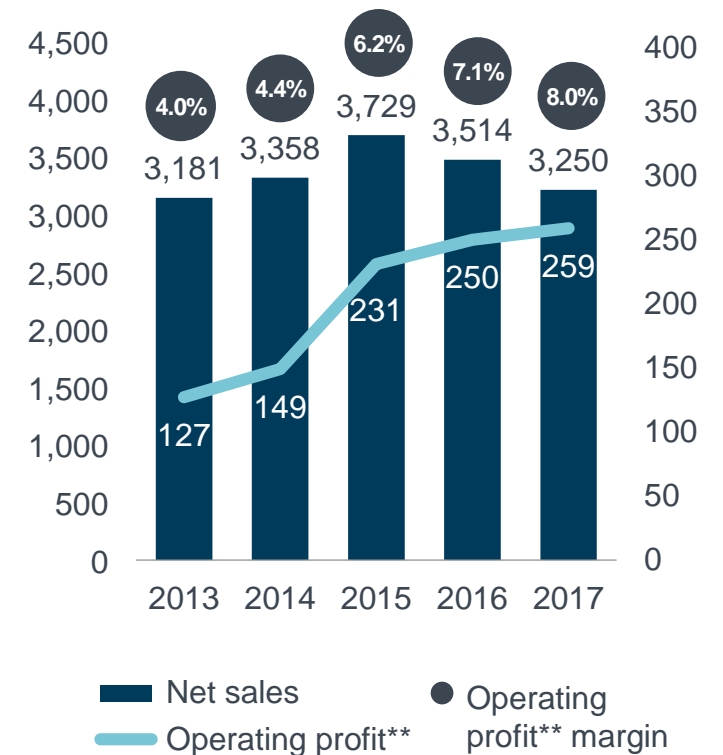
Higher service and software sales key driver for profitability improvement

Cost savings actions:

- 2018 EUR 13 million (Lidhult assembly transfer in Kalmar)
- 2018 EUR 13 million in MacGregor
- 2020 EUR 50 million (indirect purchasing and new Business Services operations)

Product re-design and improved project management

## Sales and operating profit\*\* development



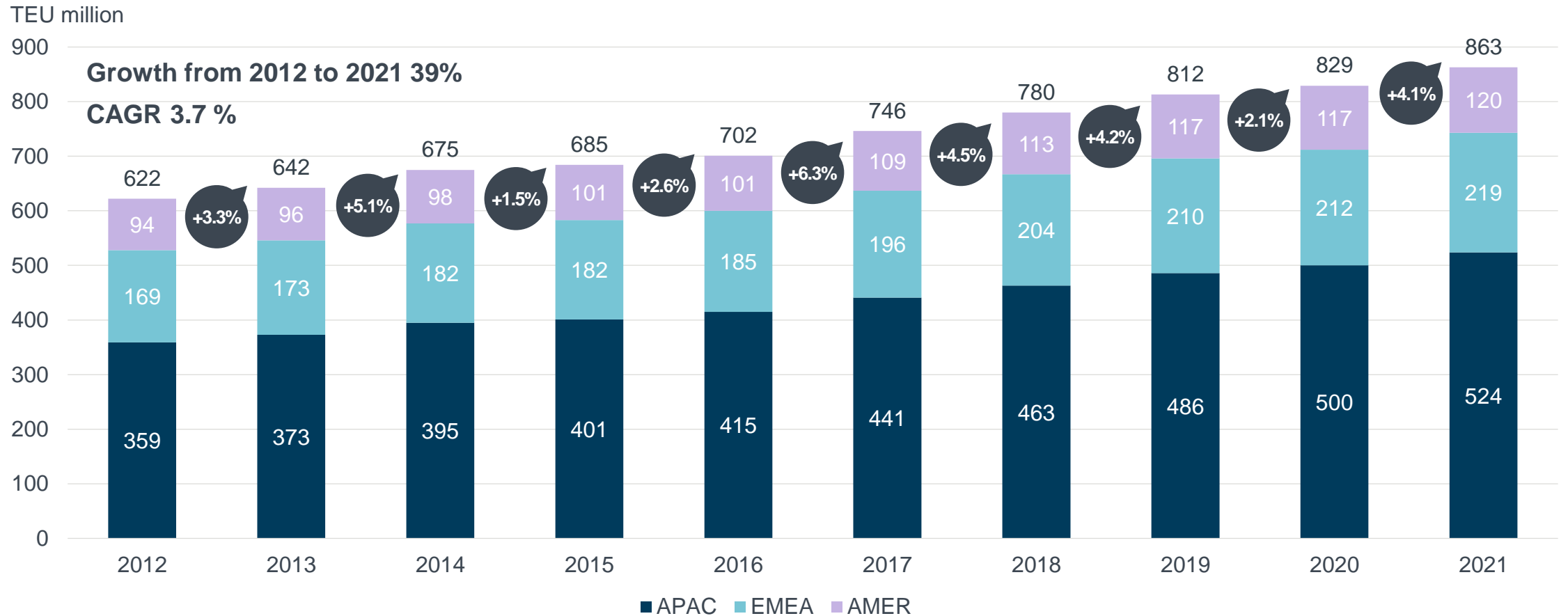
\*Target announced in September 2017

\*\*Excluding restructuring costs

# Kalmar



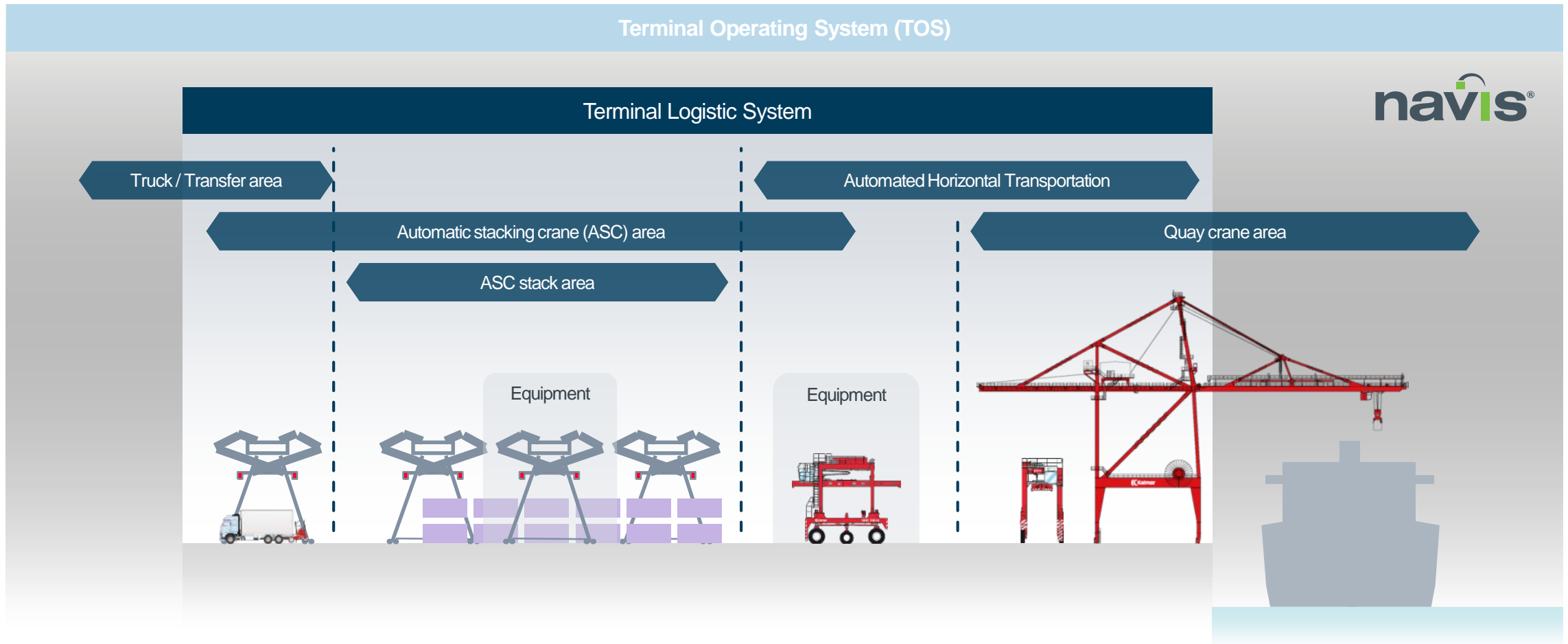
# Container throughput still forecasted to grow year on year



Sources: figures 2014, 2019-2021 Drewry: Container forecaster Q3 2017  
 2015-2019 Drewry: Container forecaster Q1 2018  
 2012-2013 Drewry Global Container Terminal Operators Annual Report 2013  
 Investor presentation July 2018 16



# Flexible and scalable Navis TOS software



# Kalmar's operating environment



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



TOS coordinates and optimises the planning and management of container and equipment moves in complex business environments.

Navis provides also maritime shipping solutions:

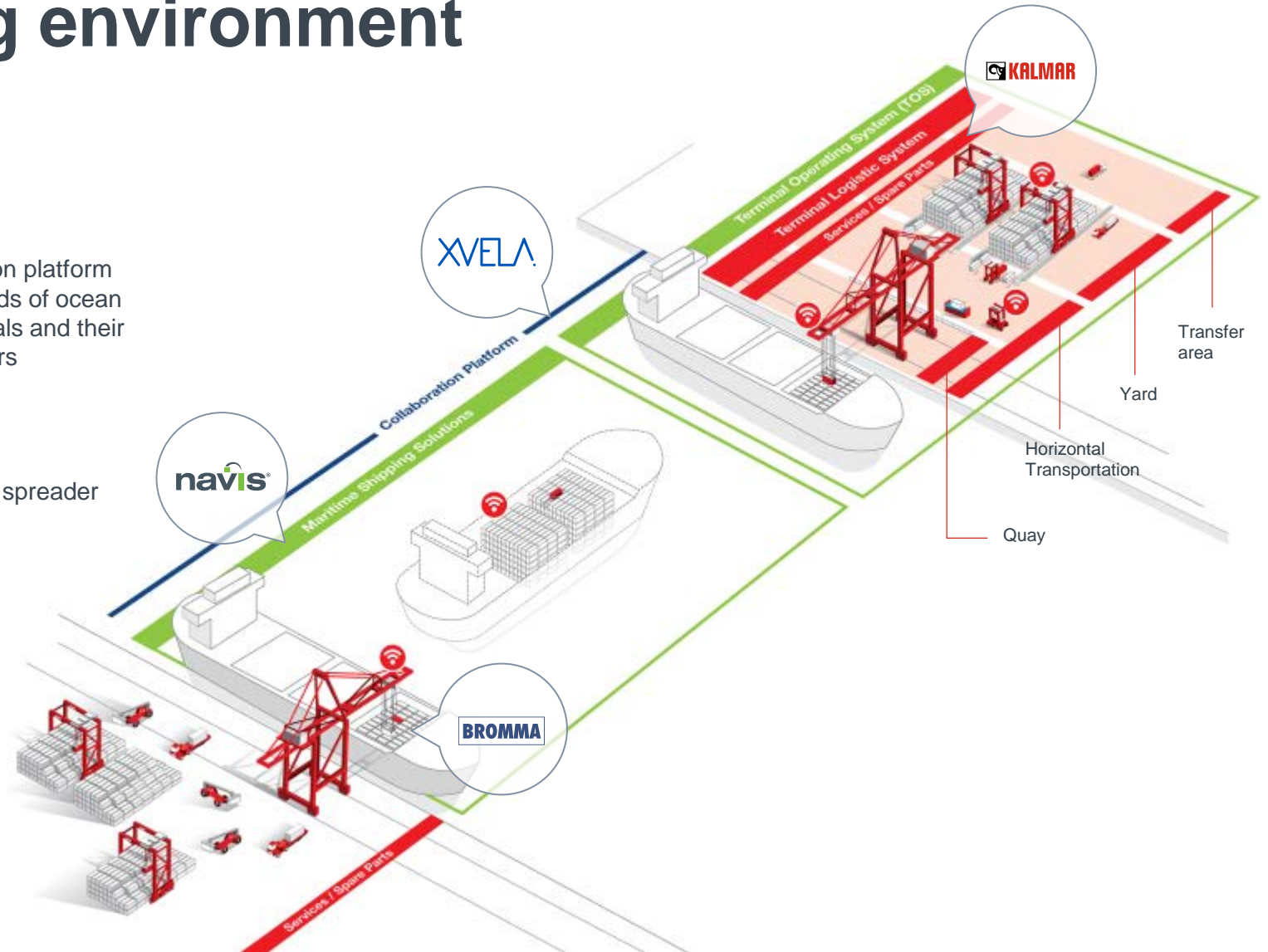
- Stowage planning
- Vessel monitoring
- Loading computer
- Route planning



The collaboration platform serving the needs of ocean carriers, terminals and their shipping partners



Industry leading spreader manufacturer



# XVELA provides benefits to ocean carriers and terminal operators

- Today's container supply chain is a fragmented and siloed framework
- Information sharing between parties is not optimally structured
  - Forms of communication today include email, phone calls, EDI, paper plans
  - Problems: incomplete data, errors, information not available on time
- In-house developed XVELA is a many-to-many platform to solve these issues
  - Real-time stowage collaboration
  - Port-to-port visibility and collaboration
  - Synchronisation of planning between carriers and terminals

## Benefits of XVELA:

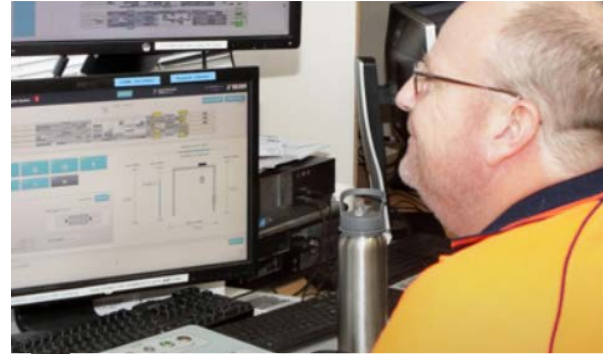
- Faster vessel turn times
- Operational efficiencies
- Cost savings



# 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€**

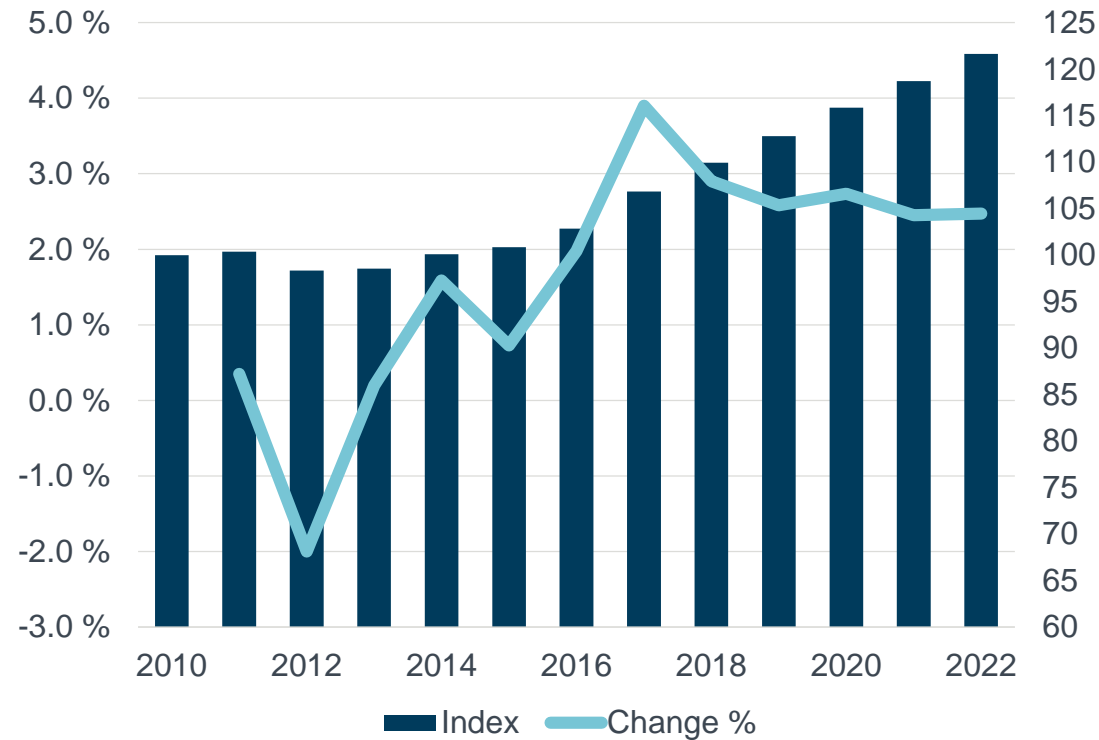
# Hiab



# Construction output driving growth opportunity

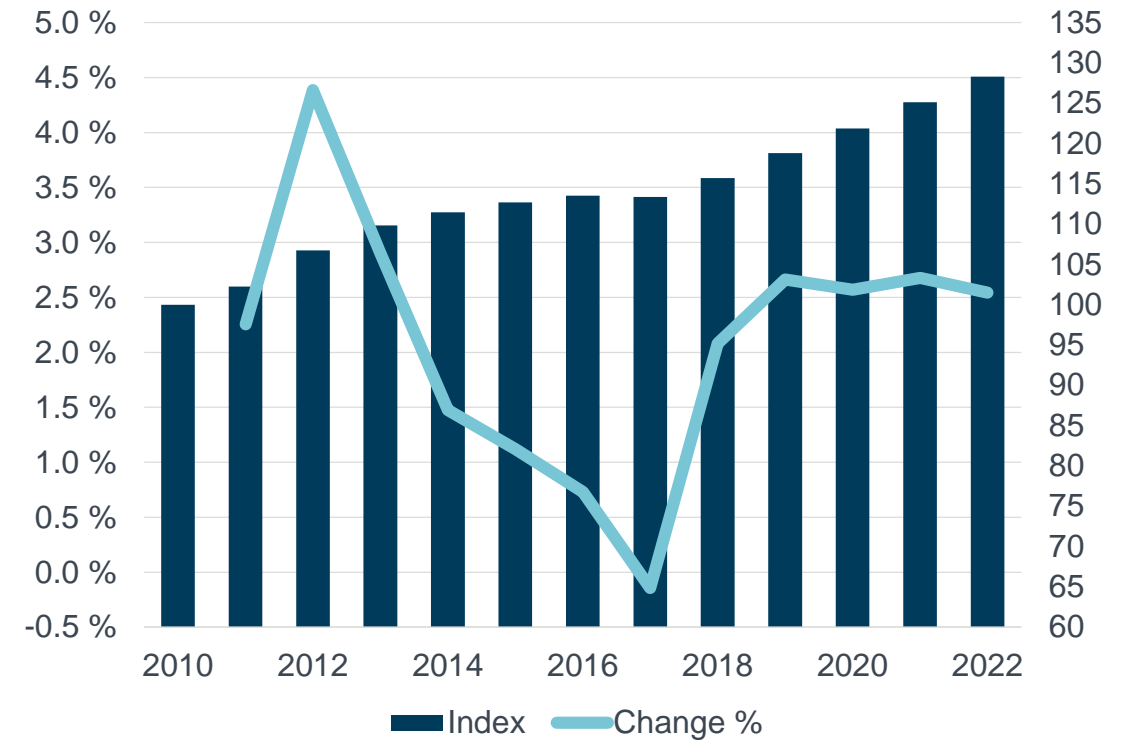
## EMEA construction output

y/y change (%)



## AMER construction output

y/y change (%)



Oxford Economics: Industry output forecast  
3/2018

# Strong market positions in all product lines

|   |  | MARKET SIZE*<br>(EUR billion) | KEY SEGMENTS               | HIAB POSITION & TREND  |
|---|--|-------------------------------|----------------------------|--|
| <b>LOADER CRANES</b><br>             |  | ~1.3                          | Construction and Logistics | #1-2  |
| <b>TAIL LIFTS</b><br>                |  | ~0.5                          | Retail Logistics           | #1    |
| <b>DEMOUNTABLES</b><br>              |  | ~0.5                          | Waste and Recycling        | #1    |
| <b>TRUCK MOUNTED FORK LIFTS</b><br> |  | ~0.3                          | Construction and Logistics | #1   |
| <b>FORESTRY CRANES</b><br>         |  | ~0.2                          | Timber, Pulp and Paper     | #2  |

\*) Cargotec estimate

# Attractive megatrends and growth drivers

## MEGA TRENDS



- **Urbanization** and **Consumption** growth driving needs for efficiency
- **Digitalization** and **Connectivity** enabling new **business** solutions

## MARKET GROWTH



- **North America** and main **European** markets continue to grow
- **Developing markets** strong load handling equipment penetration potential

## KEY SEGMENTS



- **Construction, Waste & Recycling, Logistics** and **Governmental** business segments show continued growth projection

## PRODUCT OFFERING



- **New applications** market and segment growth potential
- Developing for increasing demand in **Electrification** and **Automation**

## SERVICE SOLUTIONS



- 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

~3/4 of sales

~1/4 of sales

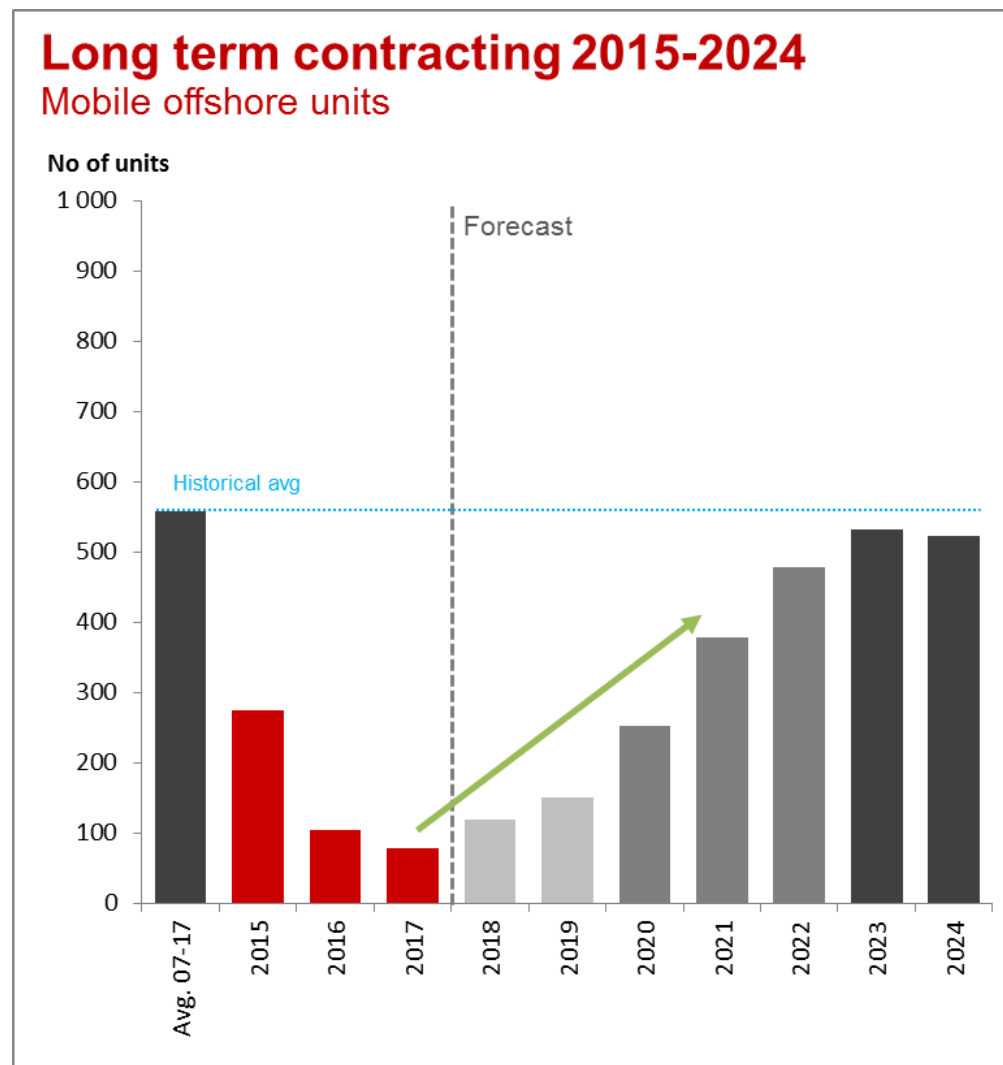
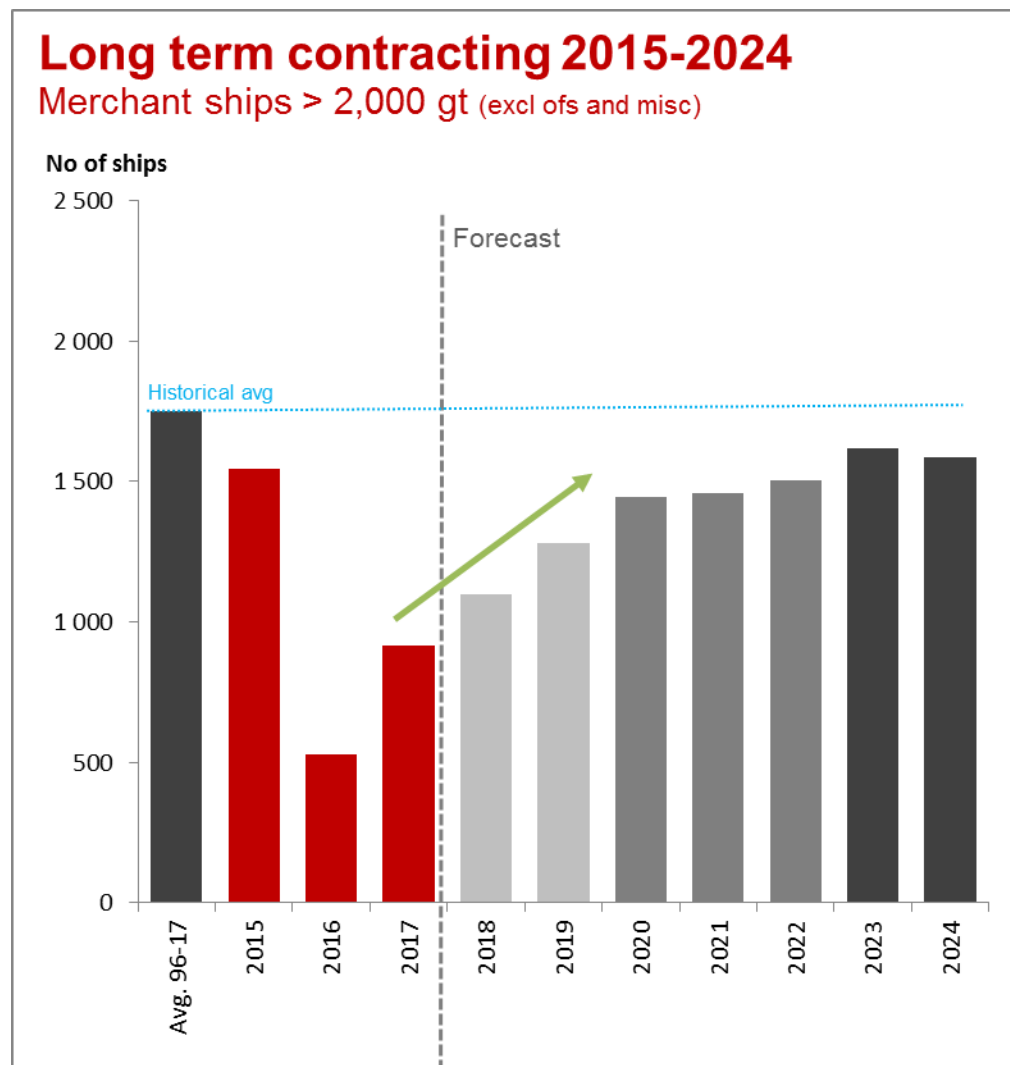
|  |  |   |   |   |
|--|--|---|---|---|
| <p>Merchant Cargo Flow</p> <p><b>MARKET POSITION #1</b></p>  | <p>Marine People Flow</p> <p><b>#1</b></p>   | <p>Marine Resources &amp; Structures</p> <p><b>#1-2</b></p>   | <p>Naval Logistics and Operations</p> <p><b>#1-2</b></p>  | <p>Offshore Energy</p> <p>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

## Lifecycle Services



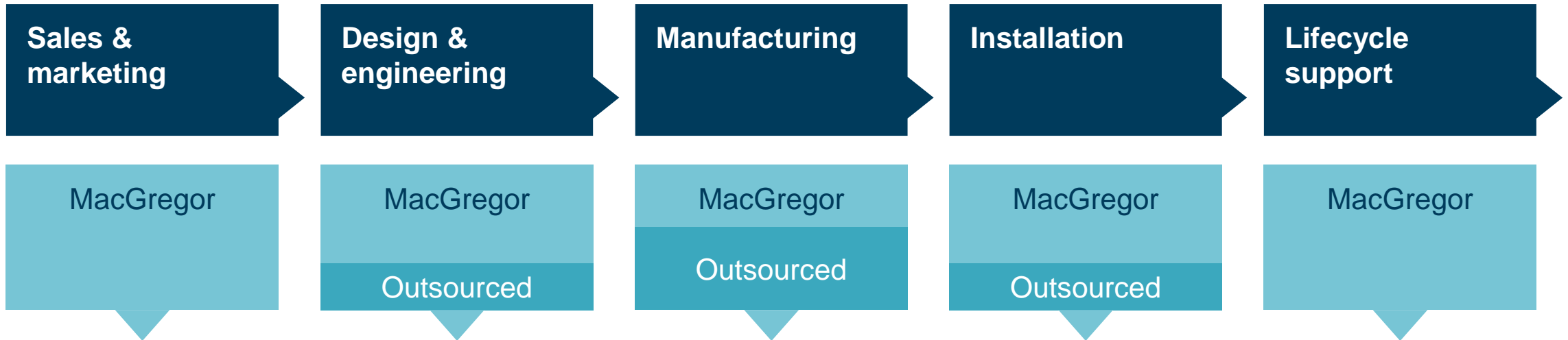
Picture: Statoil

# Merchant Ships and Offshore contracting activity picking up



Source: Clarksons March 2018

# MacGregor's asset-light business model gives flexibility



Cost-efficient scaling

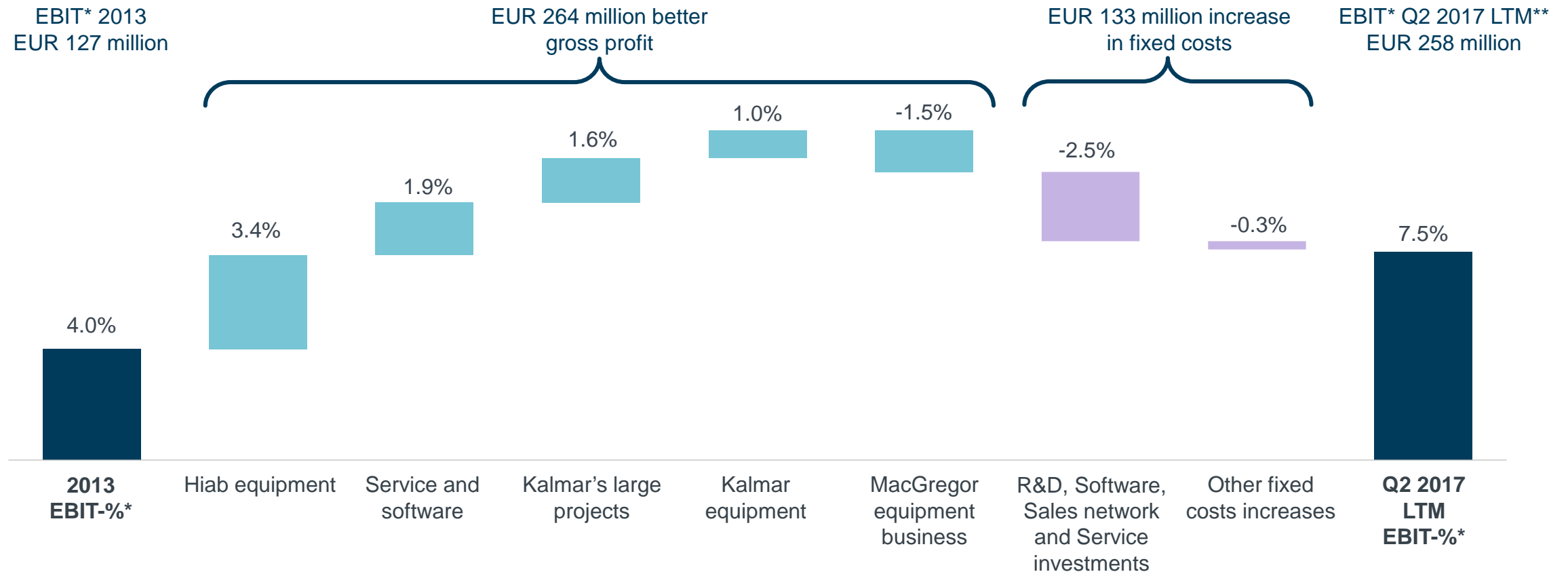
**90%** of manufacturing outsourced

**30%** of design and engineering capacity outsourced

# Recent progress



# We have increased EBIT\* margins since 2013 through operational improvements



# Previously announced cost savings programmes proceeding

- EUR 50 million annual group-wide savings from 2020 onwards
  - EUR 12 million cumulative savings at the end of Q1/18
- EUR 13 million in 2018 (MacGregor)
  - EUR 4.5 million savings in Q1/18
- EUR 13 million in 2018 (Kalmar)
  - Relocation of assembly operation completed
  - EUR 1 million savings in Q1/18
- Product redesign and project management improvement continues in 2018





# Group wide EUR 50 million cost savings programme proceeding faster than expected

## WHY

- Investments in common systems as enabler
- EUR ~600 million addressable indirect cost base

## WHAT

- Reductions in indirect purchasing spend (EUR 30 million), and more efficient support functions (EUR 20 million)

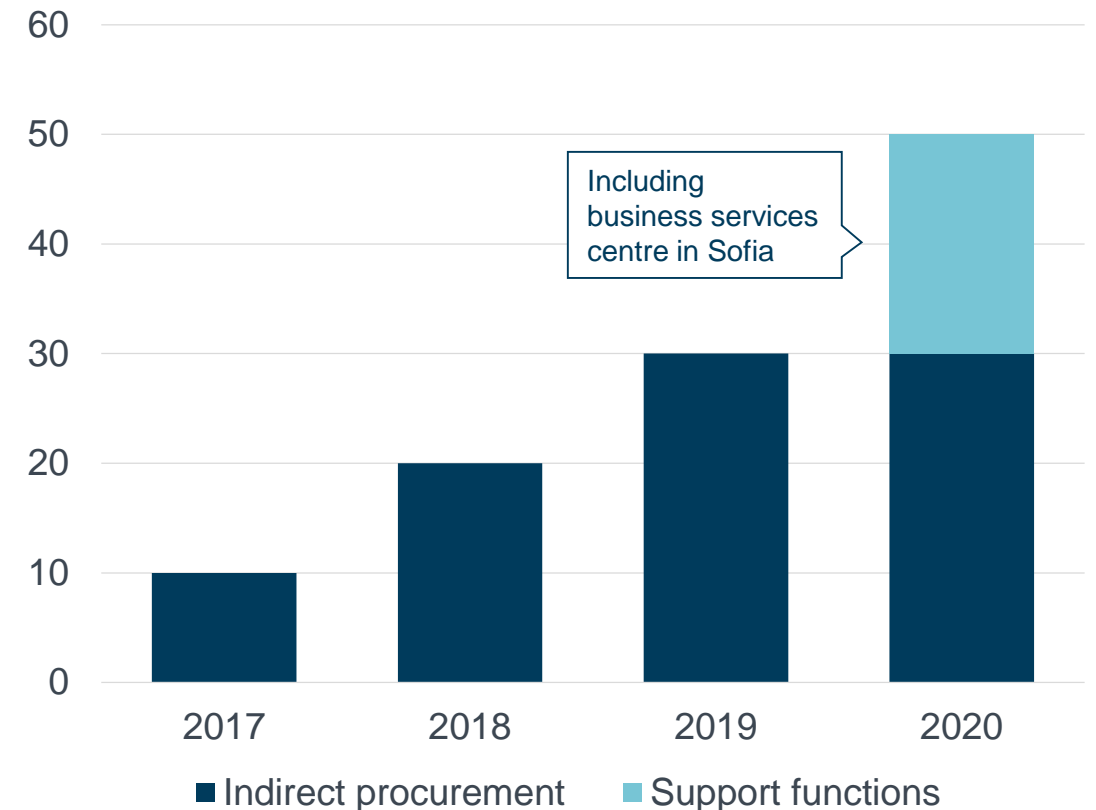
## HOW

- Central procurement organization to drive indirect procurement cost and efficiency
- Establishing support function services in Sofia
- Automation in Finance, HR, information management and procurement

## RESULTS

- EUR 10 million savings realised in 2017 and additional EUR 2 million in Q1/18

Expected savings compared to 2016 cost level, MEUR



# We have established Cargotec Business Services in Sofia to improve support function efficiency by EUR 20 million

- Savings from consolidation, outsourcing of certain activities, labour arbitrage and robotics
- Scope: Finance, Human Resources, Information Management and Indirect Procurement services primarily from Sofia, Bulgaria
- Good progress in establishing Cargotec Business Services
  - Cargotec Business Service (CBS) centre in Sofia, Bulgaria officially opened 30 January 2018



# Targeting EUR 1.5 billion service and software sales in 3-5 years

Cargotec service sales total EUR 907 million in 2017

- Spare parts the biggest category, around 50% of total service sales
- Maintenance around 30% of total service sales

## Kalmar

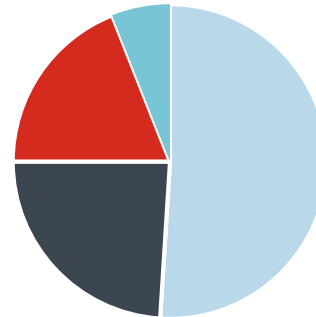
| MEUR                    | 2017 |
|-------------------------|------|
| Service orders received | 432  |
| Service sales           | 445  |



- Spare parts
- Maintenance contracts
- Crane upgrades
- Used equipment

## Hiab

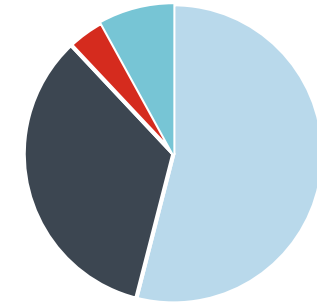
| MEUR                    | 2017 |
|-------------------------|------|
| Service orders received | 262  |
| Service sales           | 258  |



- Spare parts
- Maintenance
- Installation
- Used equipment

## MacGregor

| MEUR                    | 2017 |
|-------------------------|------|
| Service orders received | 203  |
| Service sales           | 205  |



- Spare parts
- Maintenance
- Projects and Voyage Data Recorder
- Lashing equipment, after sales

# M&A strategy focusing on bolt-on acquisitions

## Key acquisition criteria

Contribution to 15% ROCE target

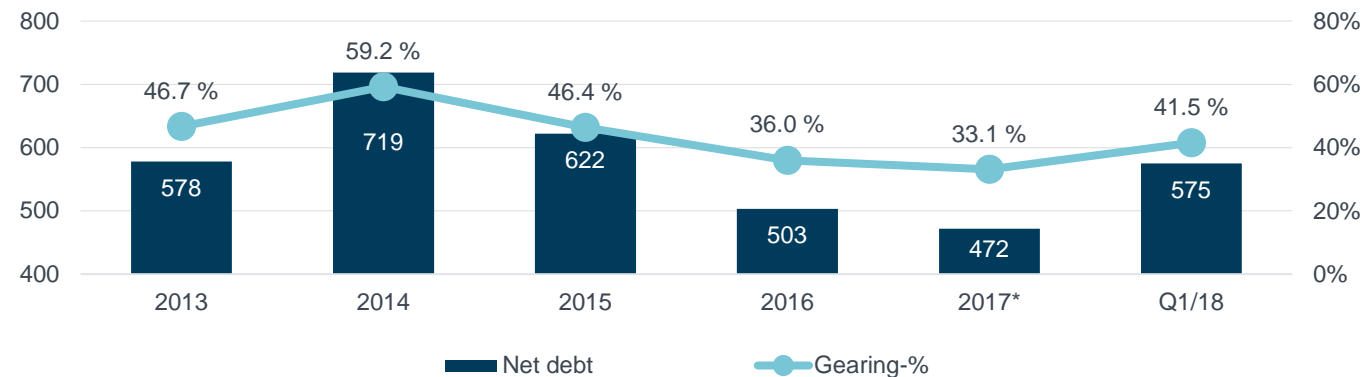
Recurring business

Increase the potential for services through larger installed base and increased presence

Group gearing long term target of 50%

## Net debt and gearing

MEUR



\*Year 2017 figures have been restated according to IFRS 15

## M&A focus by business area:

### Kalmar

Expand service footprint and software offering

### Hiab

Expand geographical presence, service and product offering

### MacGregor

Focus on distressed assets and software and intelligent technology

# Progress in M&A in 2017

## RAPP MARINE GROUP

Strengthen MacGregor's offering for the fishery and research vessel segment

Sales

**EUR 40 million**

in 2017

Around 30% of sales from services

## ARGOS

Hiab entrance to Brazilian loader crane market

Sales

**EUR 6 million**

in 2017

## INVER PORT SOLUTIONS

Broaden Kalmar's existing service capabilities throughout Australia

Sales

**EUR 5 million**

in 2017

# Acquisition of TTS marine and offshore business announced 8 February 2018

## Strategic rationale

Combination of two highly complementary businesses producing greater scale and diversification

- By acquiring TTS marine and offshore business, Cargotec will strengthen MacGregor's portfolio and market position in key areas in cargo and load handling markets

The acquisition will strengthen MacGregor's service growth potential and service installed base

Position in China through strategic joint ventures with Chinese state owned ship building companies

Unlocking potential significant synergies

- Based on preliminary estimates, potential cost synergies are estimated to be around EUR 30-35 million on annual level and are expected to be reached within 3 years from closing



# TTS overview

**TTS provides equipment for the marine and offshore industries through subsidiaries in 15 countries**

TTS Group's main products are a wide range of cargo handling and offshore cranes, RoRo access systems, hatch covers, winches and related services.

The company's service business includes spare parts, maintenance, inspections, modernisation, conversion and training. With a worldwide workforce of around 930 employees, TTS has more than 50 years of experience in the marine industry.

The group has subsidiaries in Belgium, Brazil, China, Germany, Greece, Italy, Korea, Norway, Poland, Singapore, Sweden, UAE, USA and Vietnam. TTS operates mainly through three 50/50 owned joint venture companies in China.



# TTS product portfolio

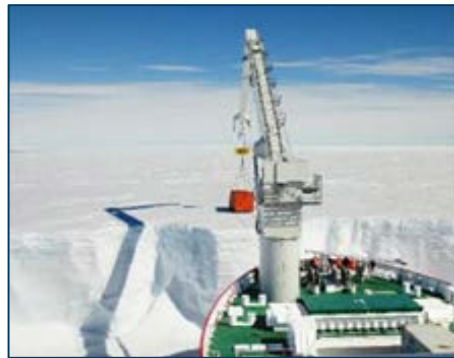
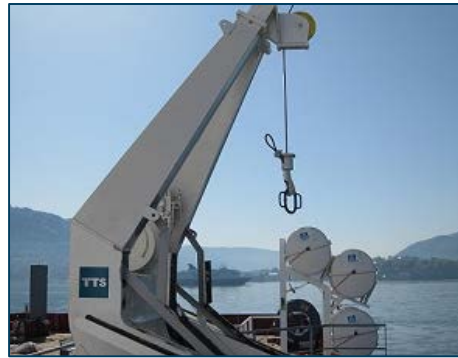
RoRo, Cruise & Navy

Container, Bulk &  
Tank Vessels

Multipurpose &  
General Cargo

Offshore Vessels

Services





# Financial summary

MEUR, 2017

|                             | TTS business planned to be acquired <sup>1</sup> | MacGregor |
|-----------------------------|--|-----------|
| Revenues                    | 211  | 576       |
| Services (as % of revenues) | 26%  | 33%       |

<sup>1</sup> Based on exchange rate EUR / NOK: 9.35

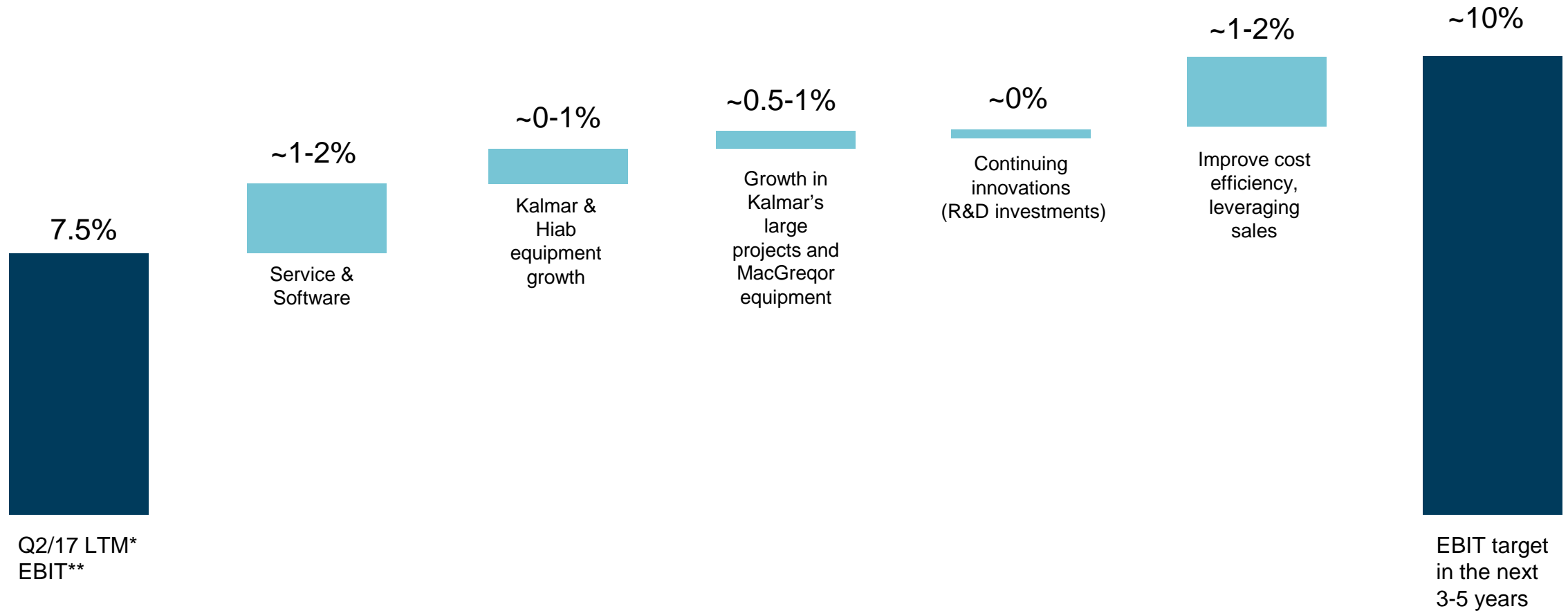
The presented TTS business financial figures are calculated based on full consolidation, but their actual impact on Cargotec's financials is subject to applied post-acquisition consolidation method of the joint ventures included in the acquisition.



# Transaction highlights

| Transaction terms and structure  | Financing   | Deal certainty and timing  |
|--|---|--|
| <p>Acquisition of TTS business</p> <ul style="list-style-type: none"><li>▪ TTS Group ASA and its shipyard solution business, TTS Syncrolift AS, are excluded from the deal</li></ul> <p>Only certain HQ costs will be assumed</p> <p>Total consideration of EUR 87m on a debt free / cash free basis, with customary closing adjustments</p> | <p>Transaction consideration will be covered by Cargotec's available cash and financing</p> | <p>More than 2/3 of TTS shareholders supports the transaction and have committed to vote in favor of the deal in TTS Group's Extraordinary General Meeting. Furthermore, more than 2/3 of convertible bondholders have made the same commitment, if any of their bonds are converted to shares prior to the Extraordinary General Meeting</p> <p>The acquisition is subject to regulatory approvals from competition authorities, which are expected to be received during the third quarter of 2018</p> |

# Our target is to reach 10% EBIT in the next 3-5 years



# Market environment in Q1 2018

## Growth in number of containers handled at ports continued

- Customers' decision making related to automation solutions is slow and starting with phased investments

## Construction activity on good level

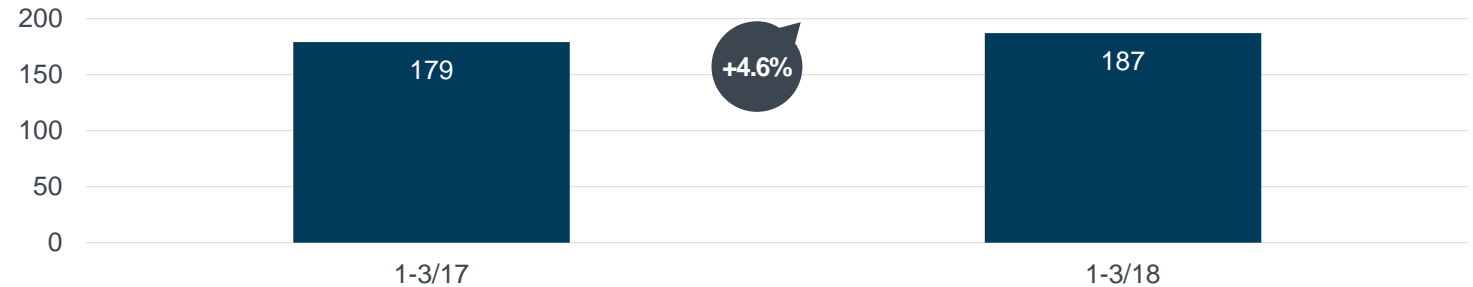
- Good development continued in Europe, US demand stayed on strong level

## Market improved in merchant sector, but orders remained below historical levels

- In offshore, interest level has increased, but not materialised in orders

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

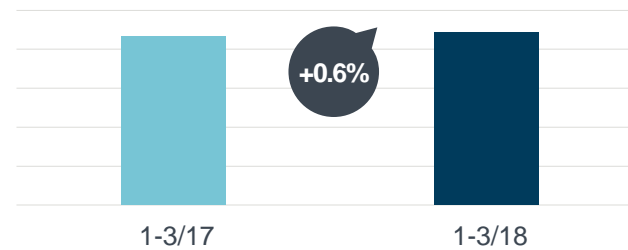
Source: Drewry



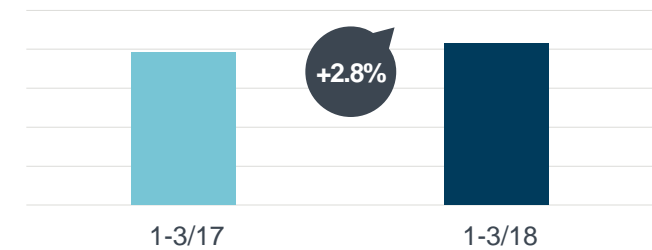
### Construction output – Key driver for Hiab

Source: Oxford Economics

#### United States



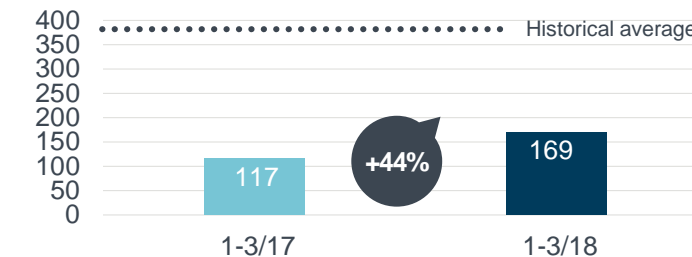
#### Europe



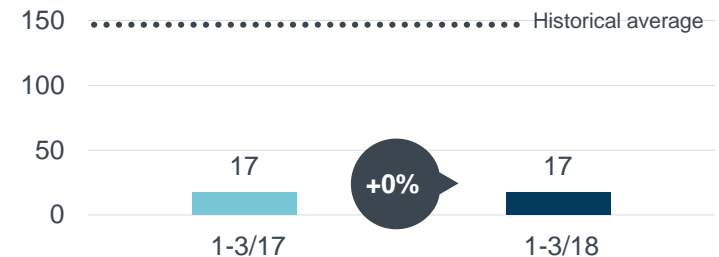
### Long term contracting – Key driver for MacGregor

Source: Clarkson Research  
(number of ships and offshore units)  
Indicative historical average

#### Merchant ships > 2,000 gt (excl. ofs & misc)



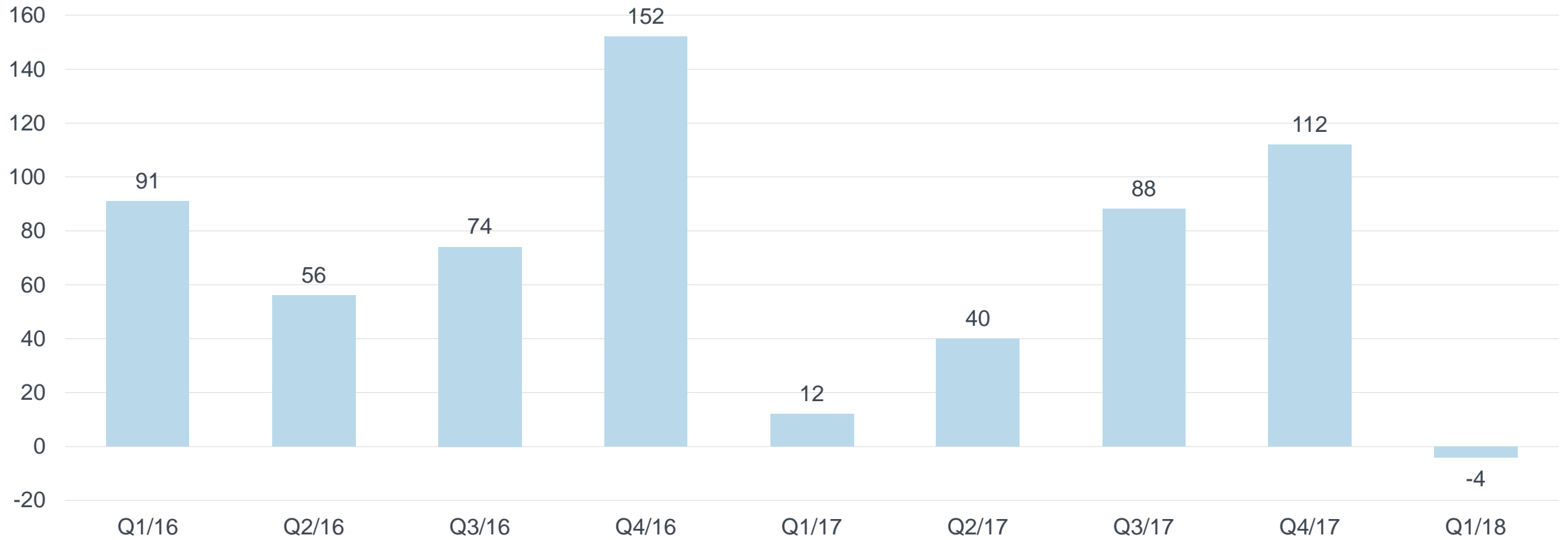
#### Mobile offshore units



# Cash flow from operations weak due to supply chain issues

## Cash flow from operations

MEUR

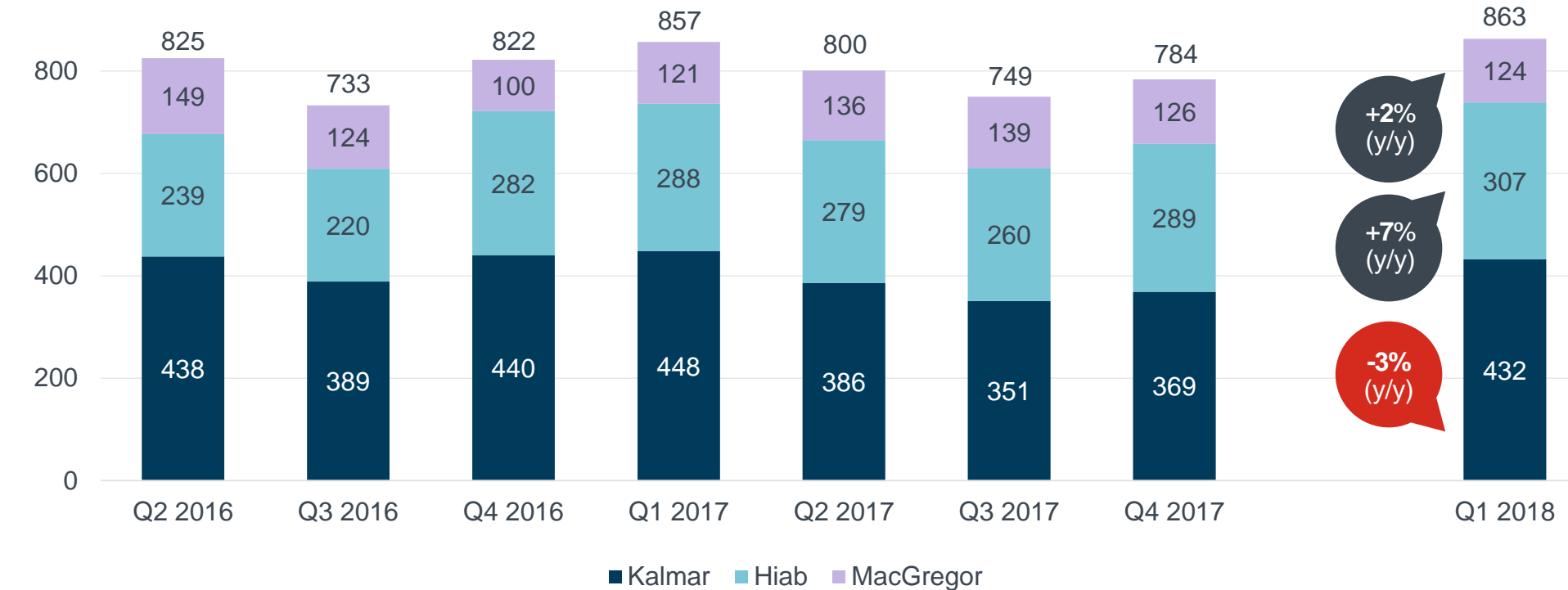


# Record high orders received in Hiab

## Orders received

MEUR

1,000



+2% (y/y)  
+7% (y/y)  
-3% (y/y)

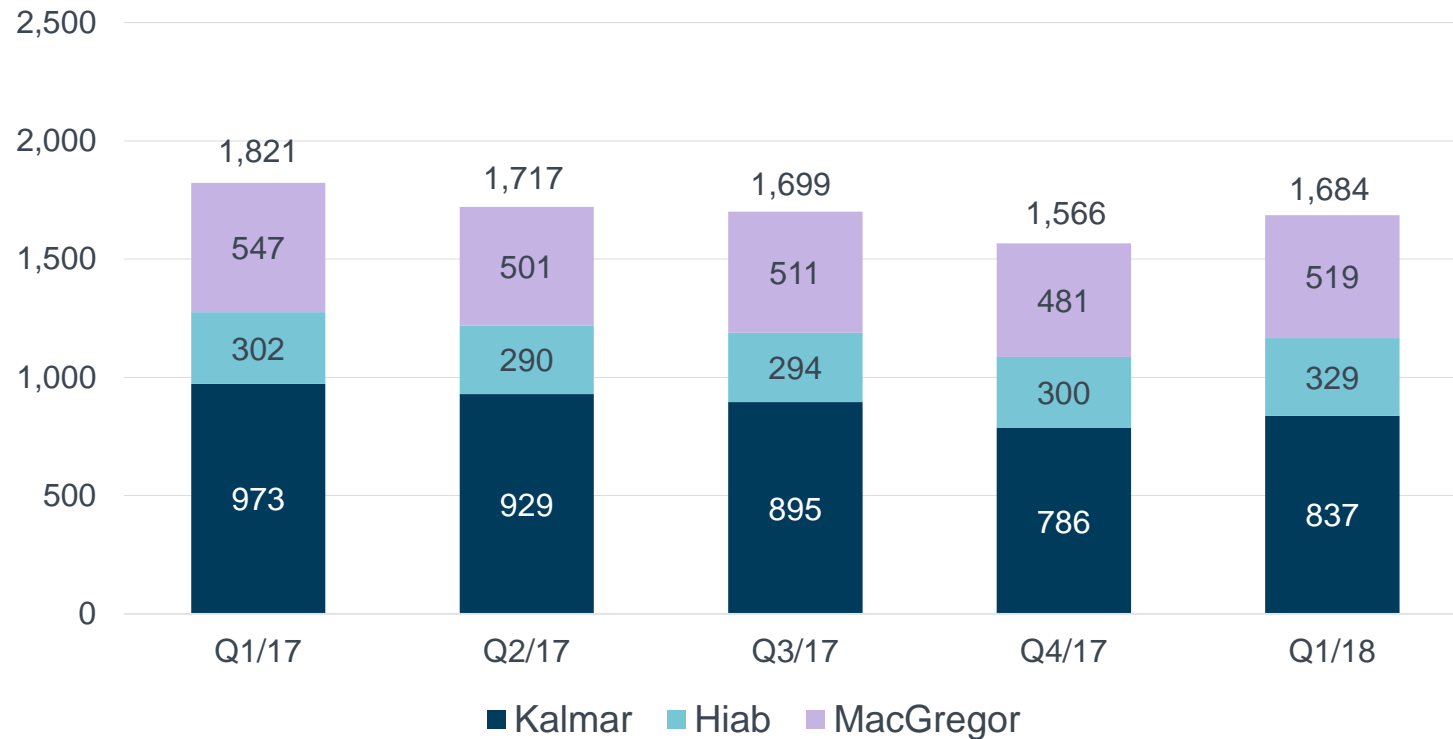
**Changes y/y in comparable FX rates**

- MacGregor +7%
- Hiab +14%
- Kalmar +3%
- Total +7%

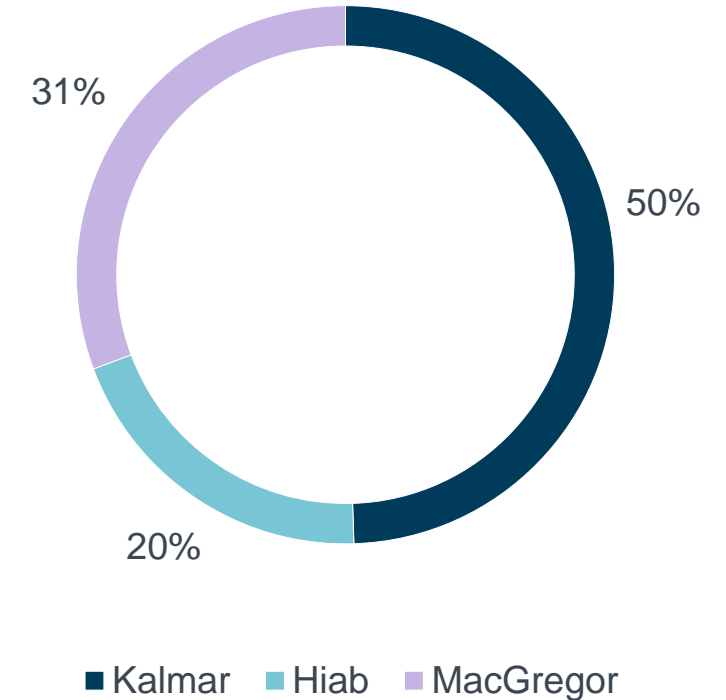
# Order book increased 8% compared to Q4 2017

## Order book

MEUR



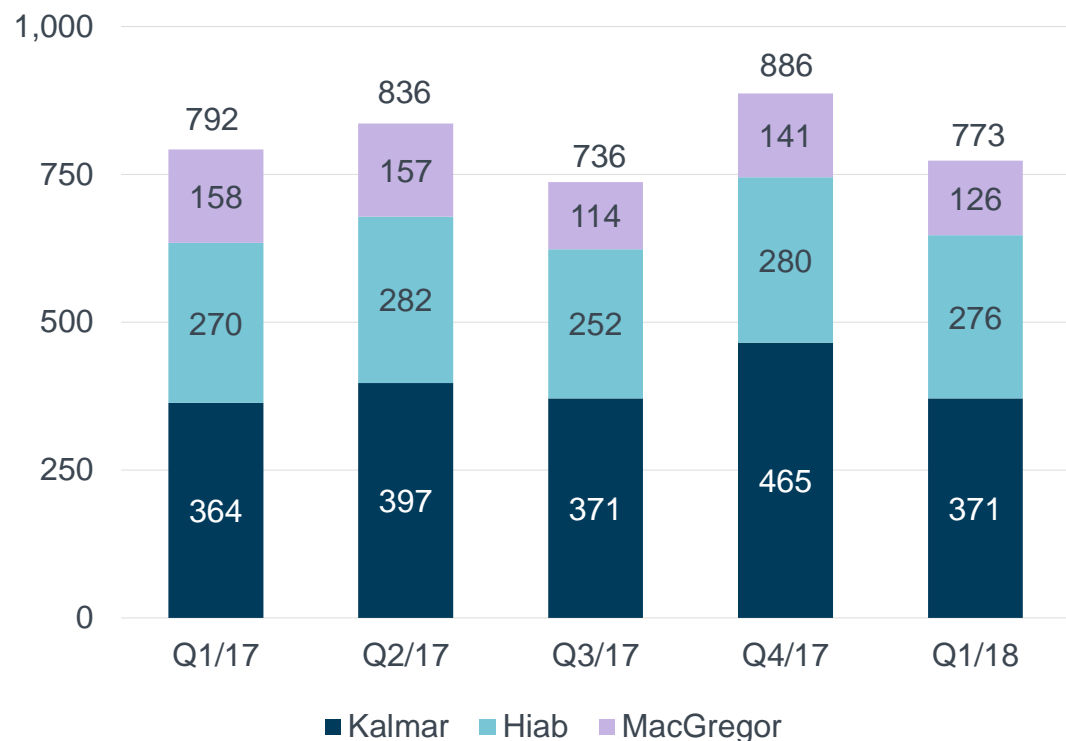
## Order book by reporting segment, Q1 2018



# Sales grew in Kalmar and Hiab compared to Q1 2017

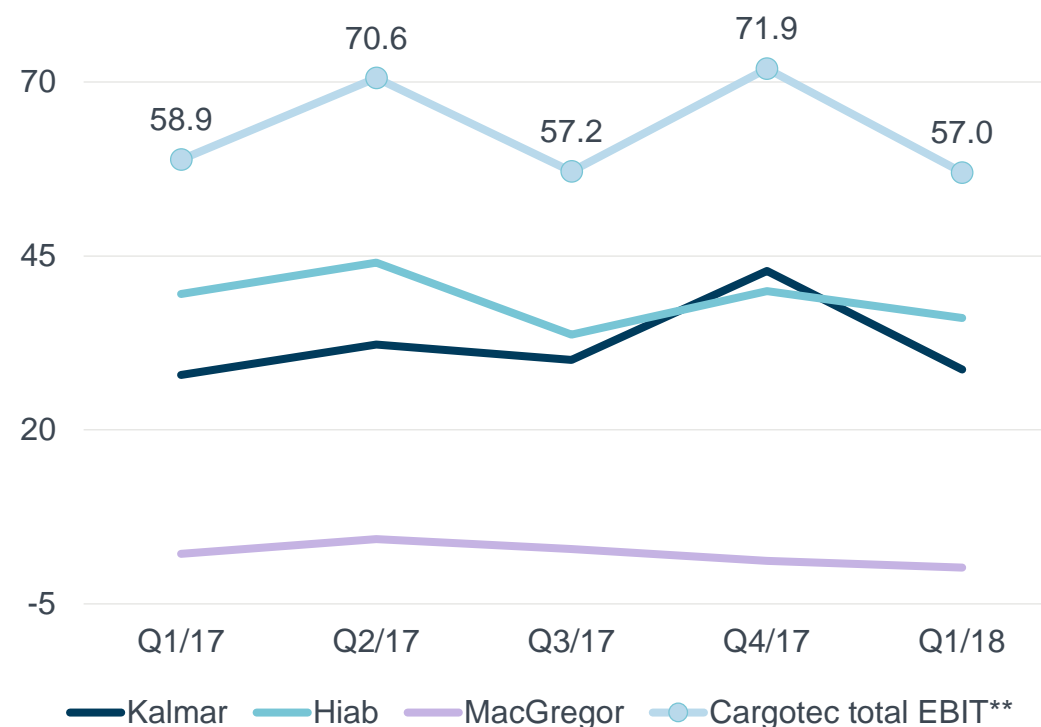
## Sales

MEUR



## Operating profit\*

MEUR



\*) Excluding restructuring costs, \*\*) Including Corporate admin and support



# Kalmar Q1 – Operating profit\* improved

Orders received declined slightly

- Good development in mobile equipment
- Growth in crane orders
- Orders increased by 3% in comparable FX rates

Service sales +3%

- +9% in comparable FX rates

Operating profit\* increased due to improved cost efficiency

| MEUR                     | Q1/18       | Q1/17 | Change |
|--------------------------|-------------|-------|--------|
| Orders received          | <b>432</b>  | 448   | -3%    |
| Order book               | <b>837</b>  | 973   | -14%   |
| Sales                    | <b>371</b>  | 364   | +2%    |
| Operating profit*        | <b>28.7</b> | 27.9  | +3%    |
| Operating profit margin* | <b>7.7%</b> | 7.7%  | +8bps  |



# Hiab Q1 – Good underlying development continued

Orders received continued to grow in EMEA

- Growth in EMEA +16%
- Strong growth in loader cranes and forestry cranes
- Orders increased by 14% in comparable FX rates

Sales improved slightly

Operating profit declined due to:

- Lower USD/EUR exchange rate
- Investments in sales and service capabilities as well as digitalisation

| MEUR                     | Q1/18        | Q1/17 | Change  |
|--------------------------|--------------|-------|---------|
| Orders received          | <b>307</b>   | 288   | +7%     |
| Order book               | <b>329</b>   | 302   | +9%     |
| Sales                    | <b>276</b>   | 270   | +2%     |
| Operating profit*        | <b>36.1</b>  | 39.5  | -9%     |
| Operating profit margin* | <b>13.1%</b> | 14.6% | -158bps |



# MacGregor Q1 – Turnaround takes time in long-lead business

Orders received grew in merchant sector, offshore declined

- No large single orders received during the quarter
- Orders increased by 7% in comparable FX rates

Sales declined both in merchant and offshore due to low delivery volumes

Operating profit\* decreased due to lower sales

| MEUR                     | Q1/18 | Q1/17 | Change  |
|--------------------------|-------|-------|---------|
| Orders received          | 124   | 121   | +2%     |
| Order book               | 519   | 547   | -5%     |
| Sales                    | 126   | 158   | -20%    |
| Operating profit*        | 0.2   | 2.2   | -91%    |
| Operating profit margin* | 0.2%  | 1.4%  | -123bps |



# Strong balance sheet

## Net debt EUR 575 million (31 Dec 2017: 472)

- Average interest rate 2.3% (2.3%)
- Net debt/EBITDA 2.0 (1.6)

## Total shareholders' equity EUR 1,381 million (1,423)

- Equity/total assets 40.9% (41.4%)

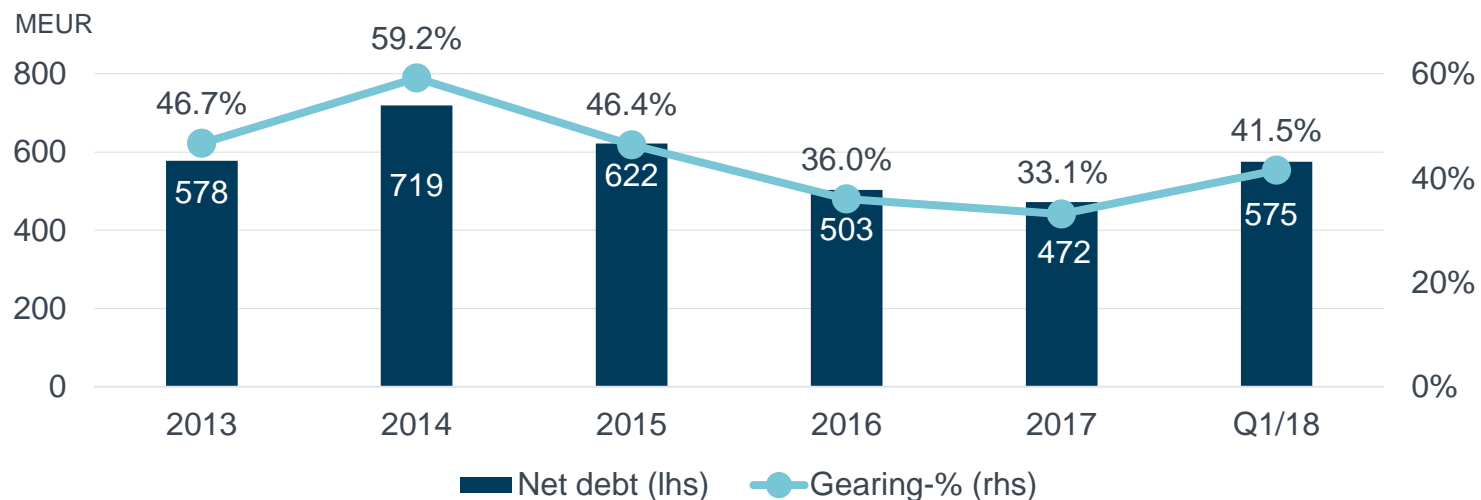
## Well diversified loan portfolio:

- Bonds EUR 464 million
- Bank loans EUR 302 million
- EUR 300 million revolving credit facility refinanced in Q2/17, the facility is fully undrawn

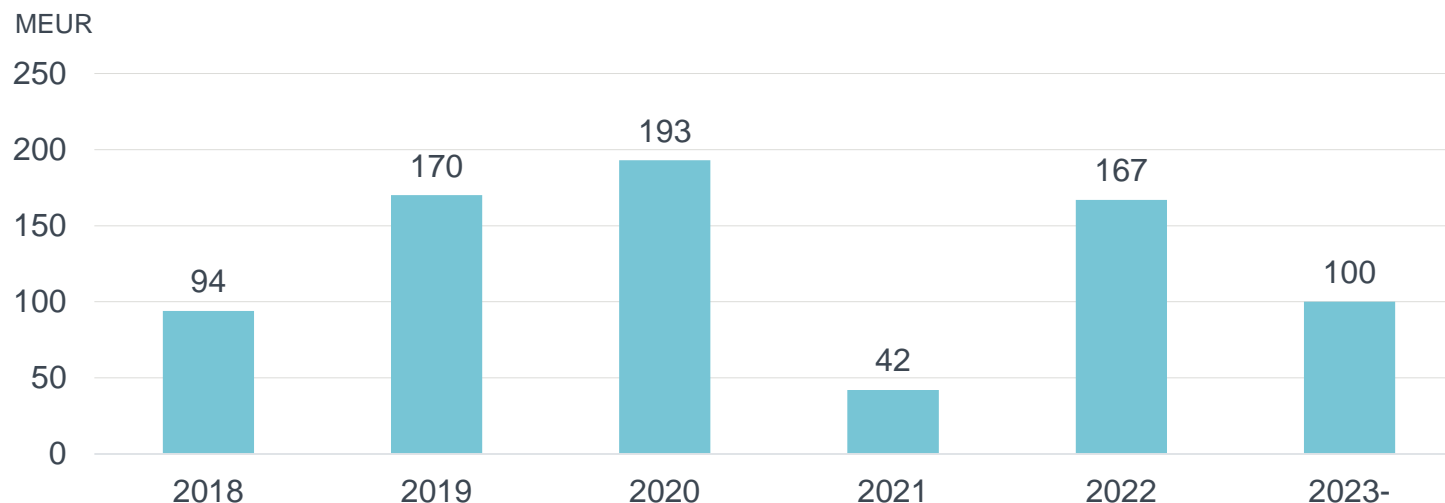
## Balanced maturity profile

- EUR 94 million loans maturing in 2018

### Net debt and gearing



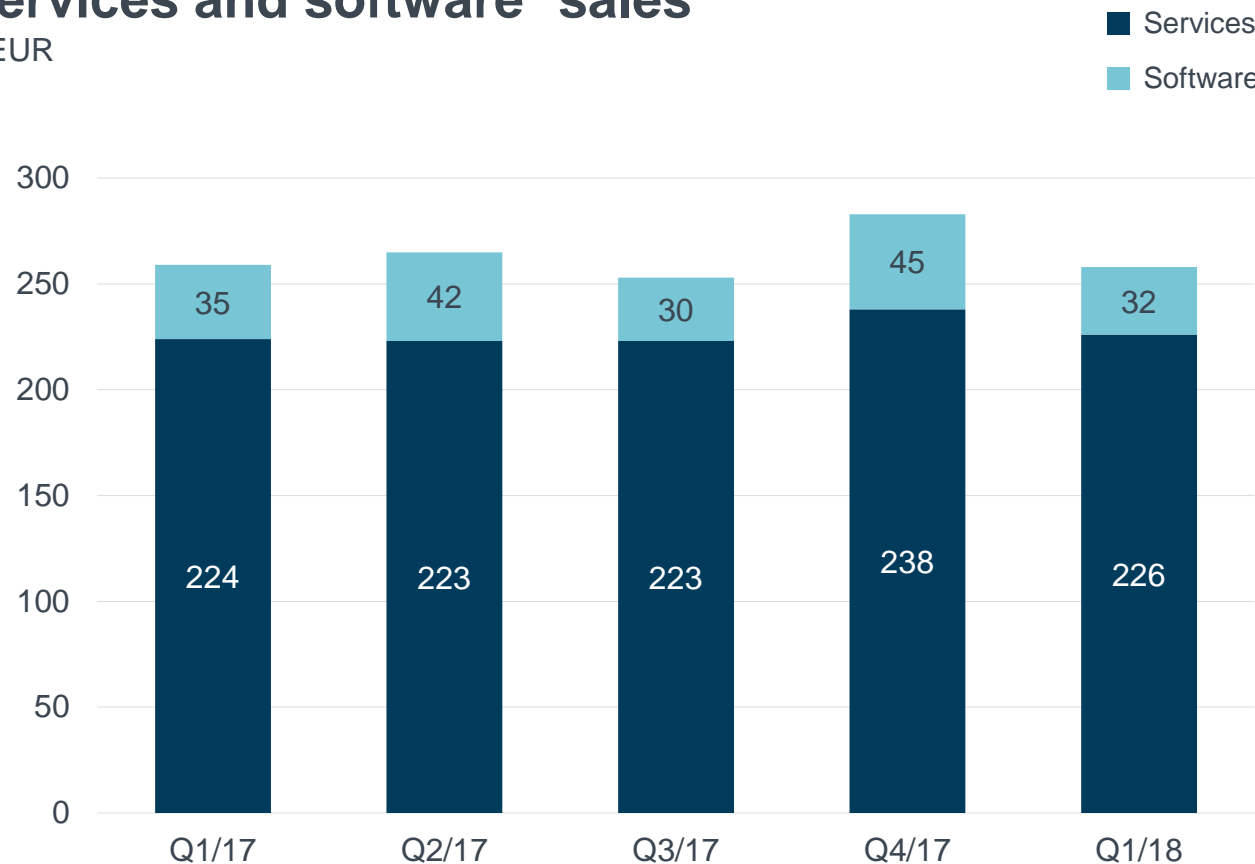
### Maturity profile



# Service and software 33% of Cargotec's total sales

## Services and software\* sales

MEUR



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

## Service sales grew 1%

- Kalmar +3% (+9% in comparable FX)
- Hiab +2% (+10%)
- MacGregor -4% (+0%)
- Total service sales +7% in comparable FX

## Software sales declined due to currencies

- Sales at last year's level in comparable FX rates
- Subscription based Navis deal announced with Cosco
- Commercialisation of XVELA moving forward: agreements with 6 carriers

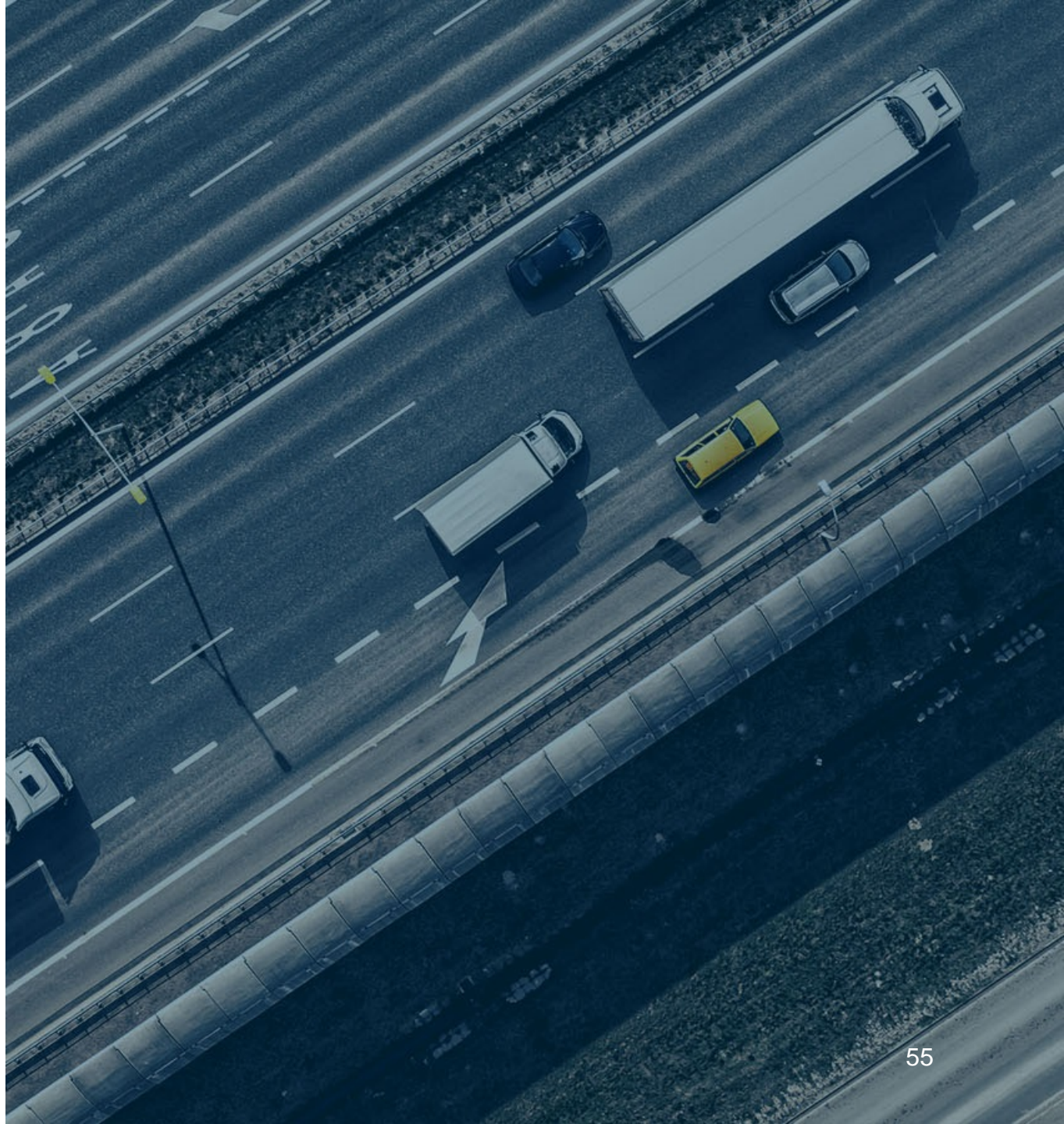


## Outlook for 2018

Cargotec reiterates its outlook published on 8 February 2018 and expects its operating profit excluding restructuring costs for 2018 to improve from 2017 (EUR 258.6 million, IFRS 15 restated).

# Appendix

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

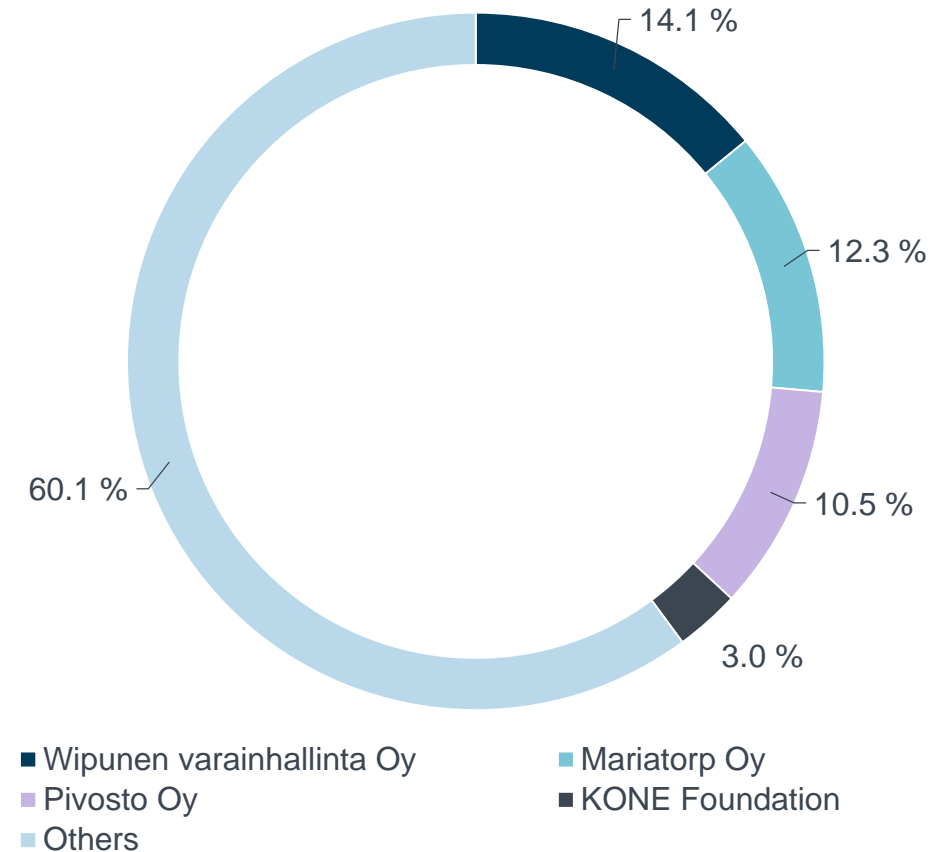


# Largest shareholders

## 30 June 2018

|   | % of shares   | % of votes |
|---|---------------|------------|
| 1. Wipunen varainhallinta Oy                      | 14.1          | 23.7       |
| 2. Mariatorp Oy                                   | 12.3          | 22.9       |
| 3. Pivosto Oy                                     | 10.5          | 22.1       |
| 4. KONE Foundation                                | 3.0           | 5.5        |
| 5. Ilmarinen Mutual Pension Insurance Company     | 1.6           | 0.7        |
| 6. The State Pension Fund                         | 1.3           | 0.6        |
| 7. Varma Mutual Pension Insurance Company         | 0.8           | 0.3        |
| 8. SEB Gyllenberg Finlandia Fund                  | 0.7           | 0.3        |
| 9. Herlin Heikki Juho Kustaa                      | 0.6           | 0.3        |
| 10. Sigrid Jusélius Foundation                    | 0.6           | 0.2        |
| <b>Nominee registered and non-Finnish holders</b> | <b>30.3</b>   |            |
| <b>Total number of shareholders</b>               | <b>21,592</b> |            |

% of shares



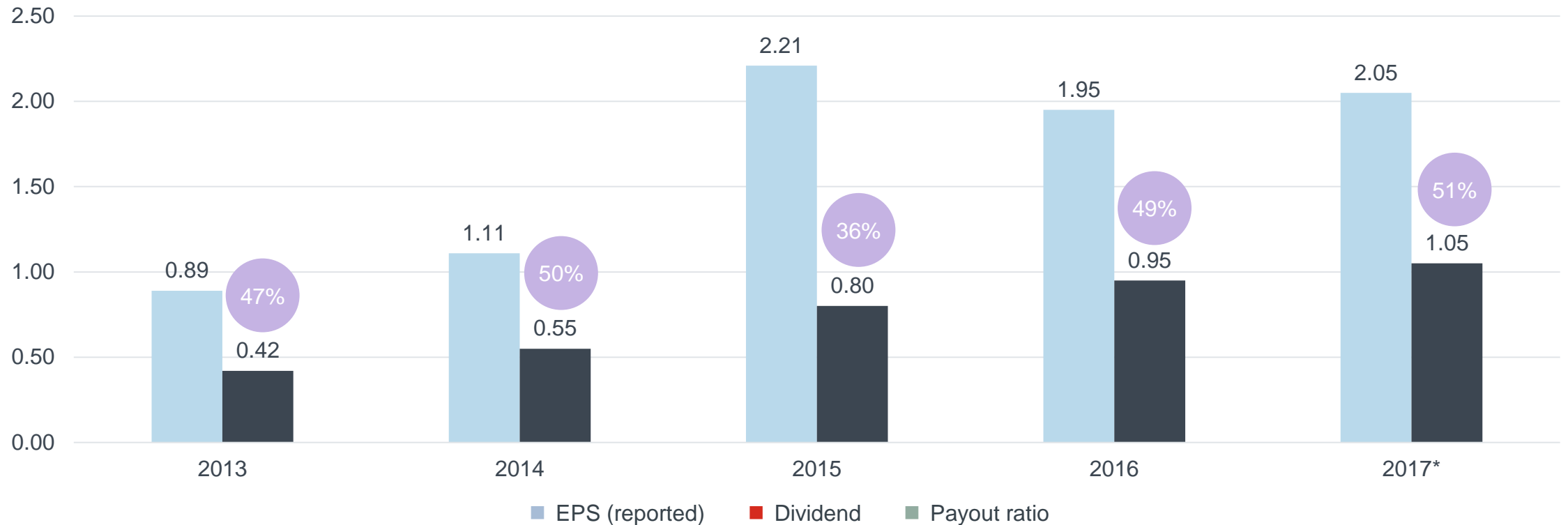
Wipunen varainhallinta Oy is a company controlled by Ilkka Herlin, Mariatorp Oy a company controlled by Niklas Herlin's estate and Pivosto Oy a company controlled by Ilona Herlin.



# Solid track record to increase the dividend

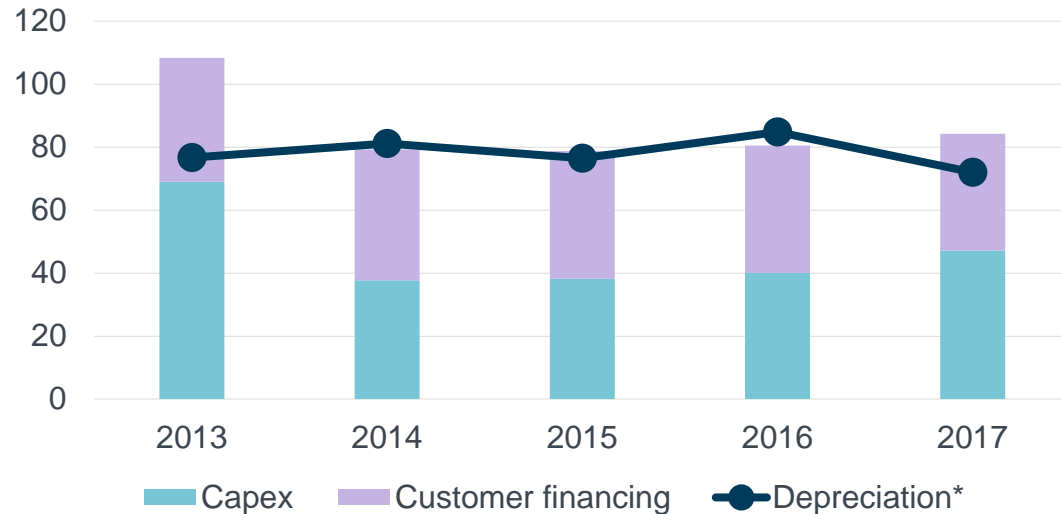
## EUR 1.05 dividend per B share for 2017

Dividend to be paid in two instalments (EUR 0.53 and 0.52)



# Capex and R&D

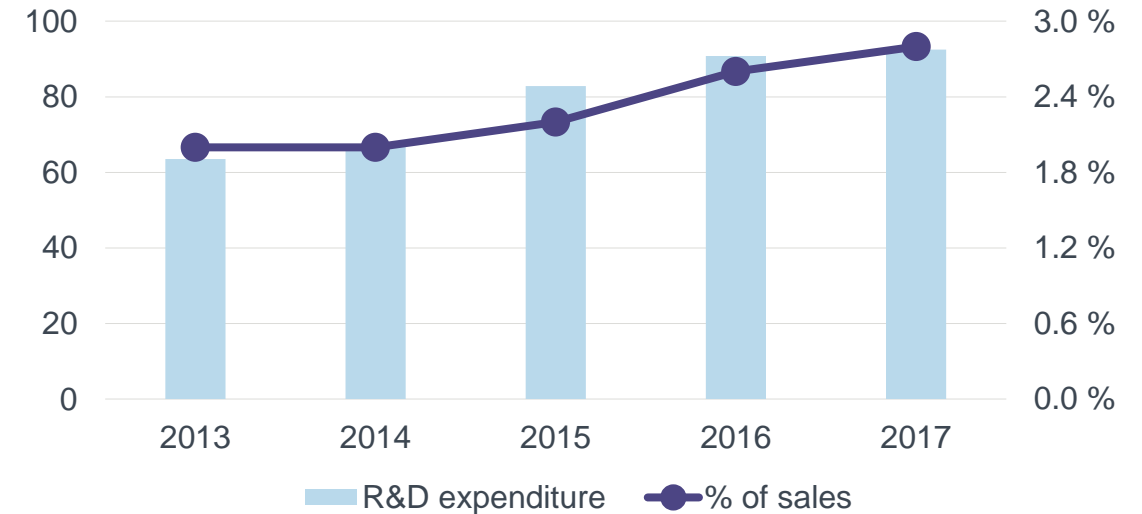
## Capital expenditure



### Main capex investments:

- Kalmar assembly unit in Stargard, Poland
- Manufacturing plant expansion in Kansas, US for Kalmar

## Research and development

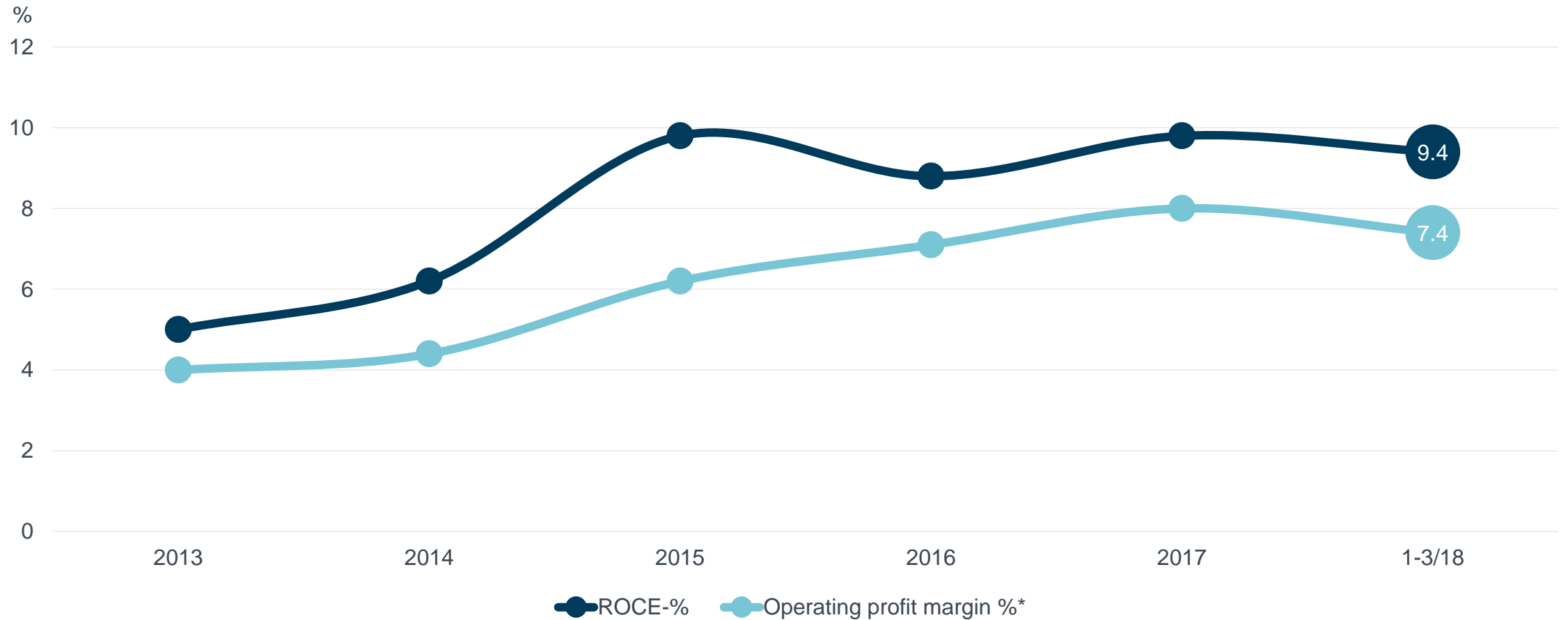


### R&D investments focused on

- Digitalisation
- Competitiveness and cost efficiency of products

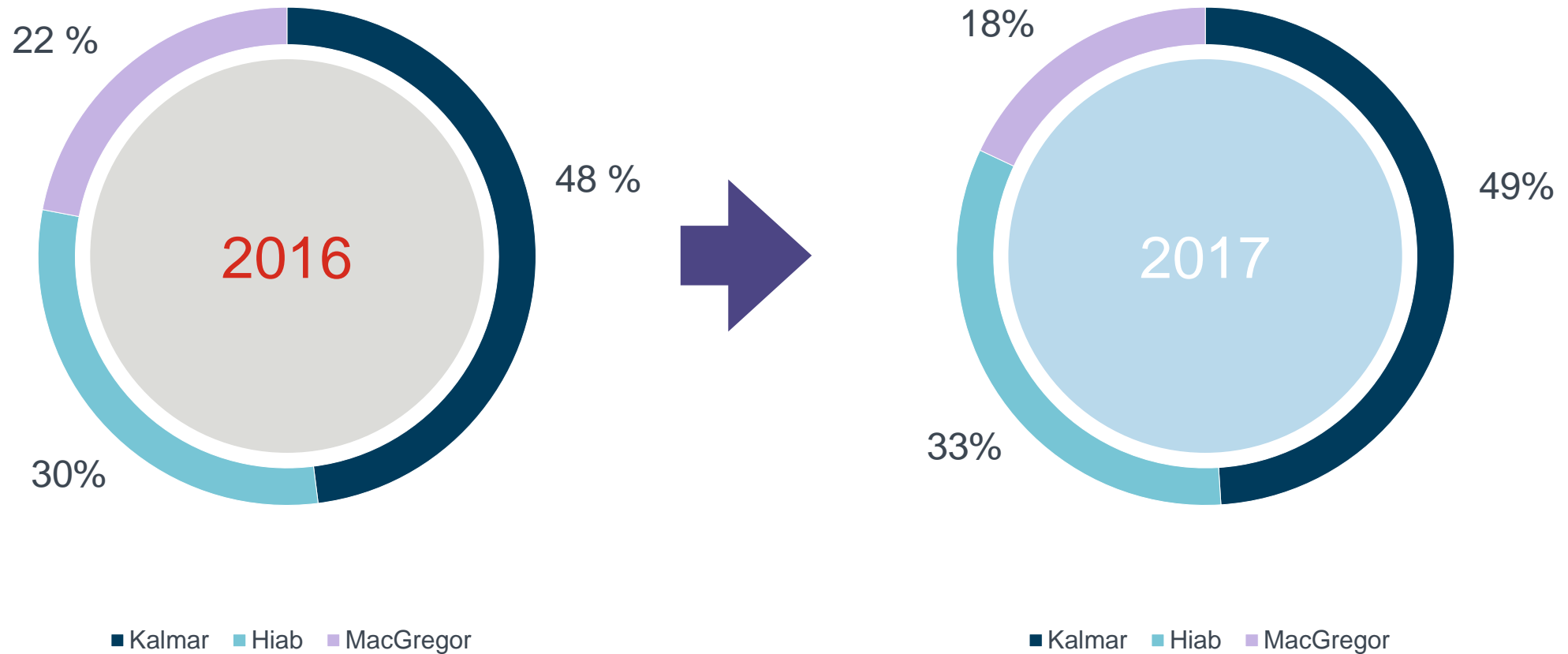
\*) Including amortisations and impairments

# Operating profit\* margin and ROCE development

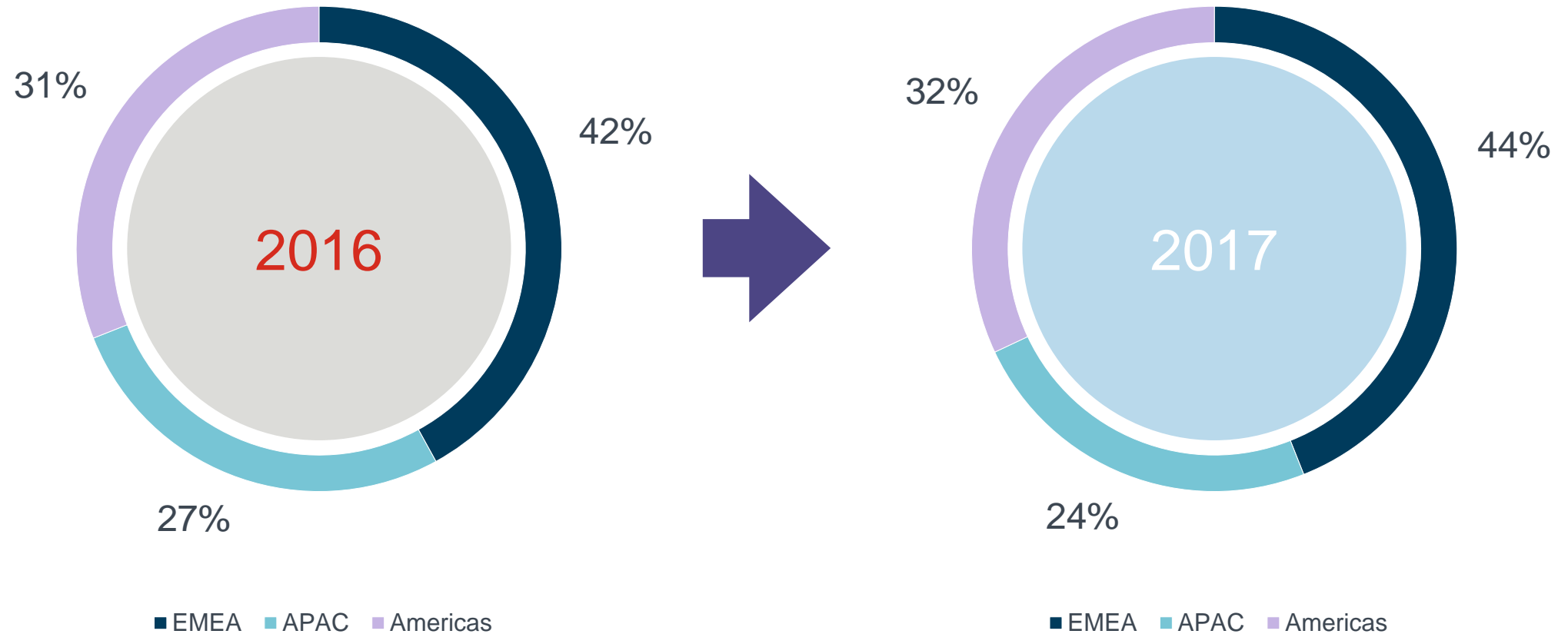


ROCE (return on capital employed), annualised \*) Excluding restructuring costs

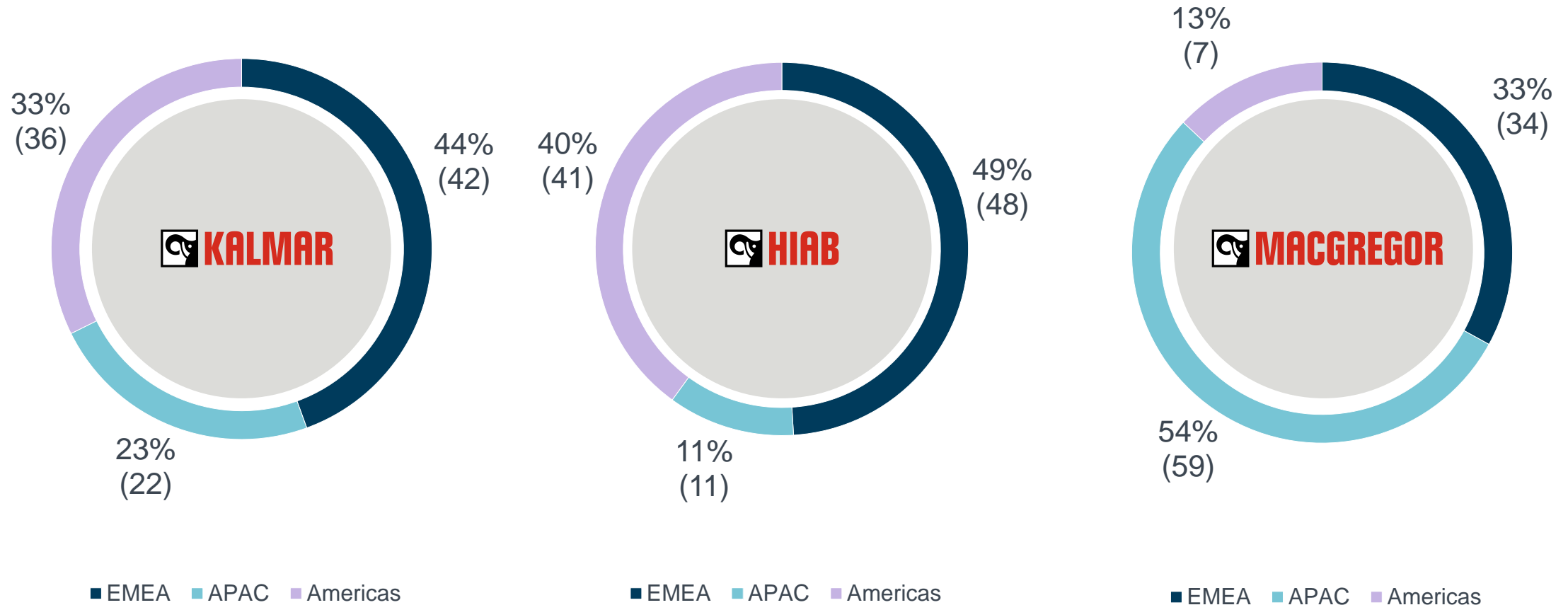
# Hiab's share increasing in sales mix



# Well diversified geographical sales mix



# Sales by geographical segment by business area 2017



# Cargotec's R&D and assembly sites



## EMEA

- Arendal, Norway (MacGregor R&D)
- 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.)
- Lidhult, Sweden (Kalmar R&D)
- Bjuv, Sweden (Kalmar prod.)
- Örnsköldsvik, Sweden (MacGregor WS + WH + R&D)
- Hudiksvall, Sweden (Hiab R&D)
- Helsinki, Finland (HQ)
- Kaarina, Finland (MacGregor R&D)
- Raisio, Finland (Hiab prod.)
- Tampere, Finland (Kalmar WS + R&D)

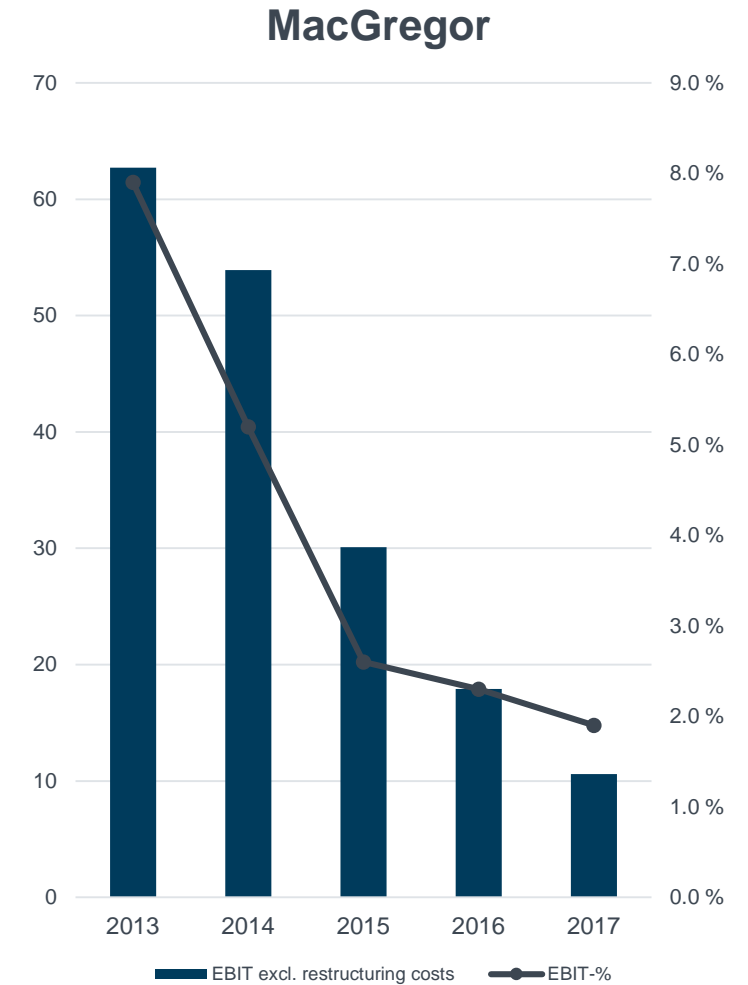
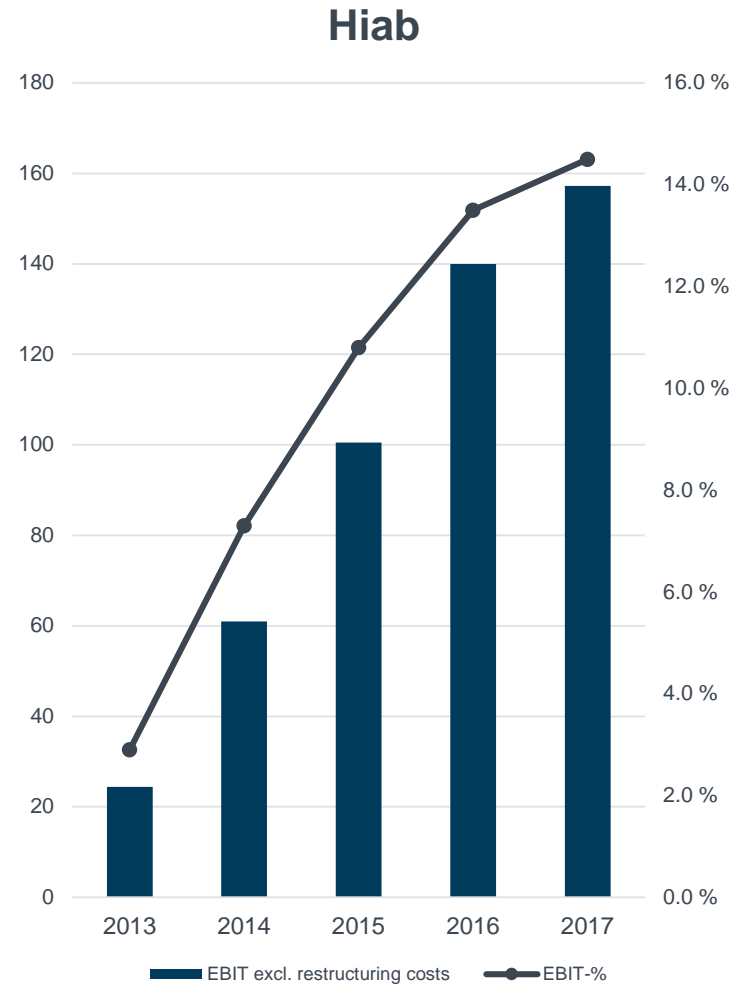
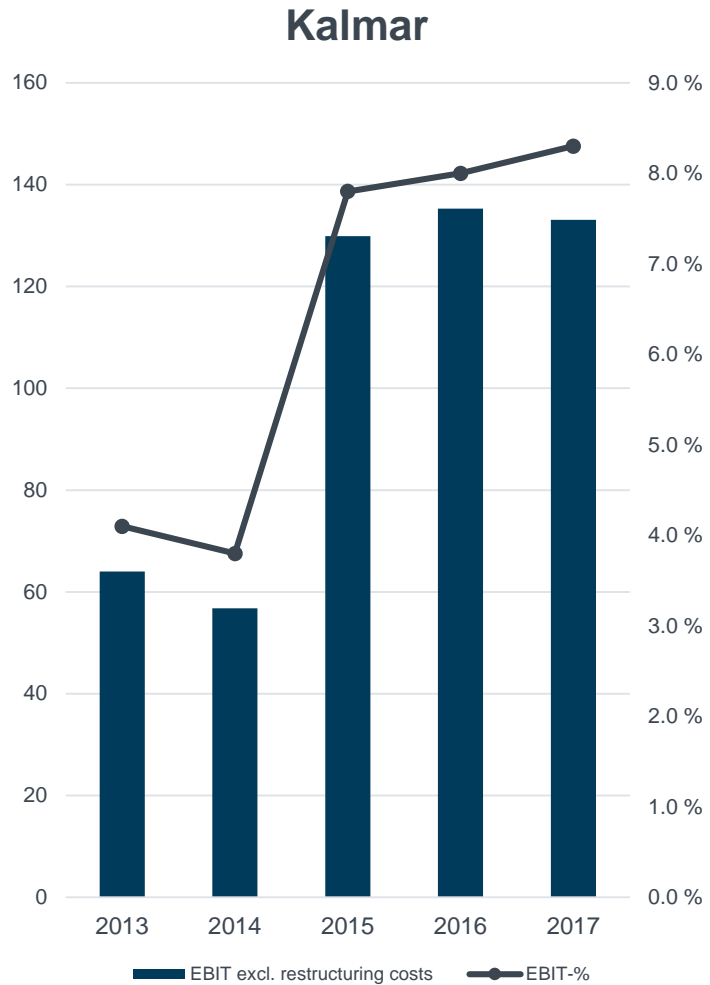
## APAC

- Chungbuk, South Korea (Hiab prod.)
- Tianjin, China (MacGregor 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

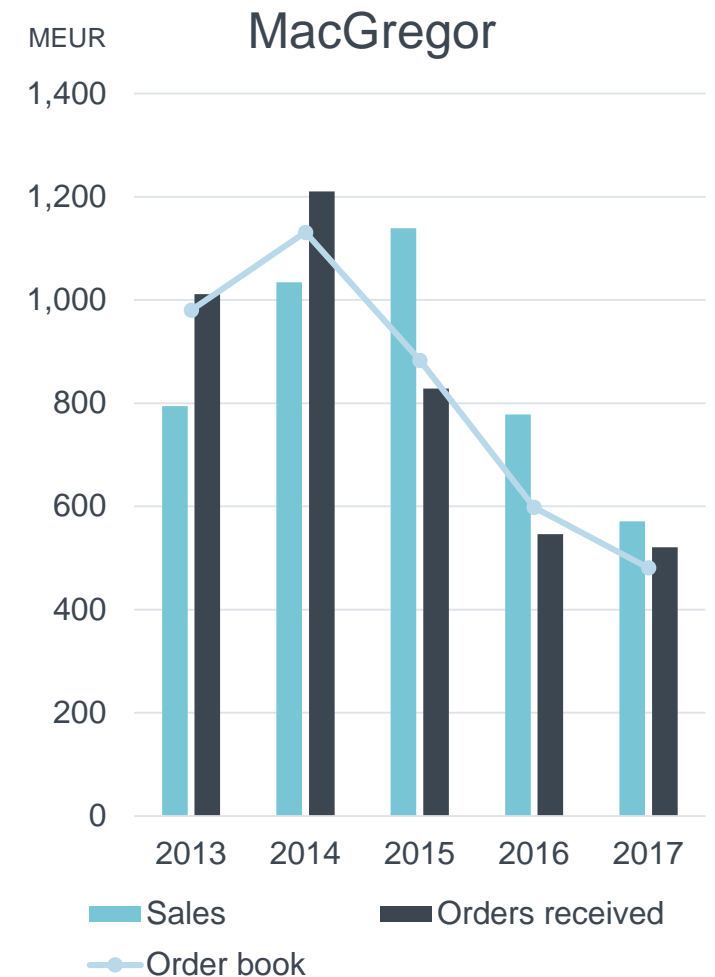
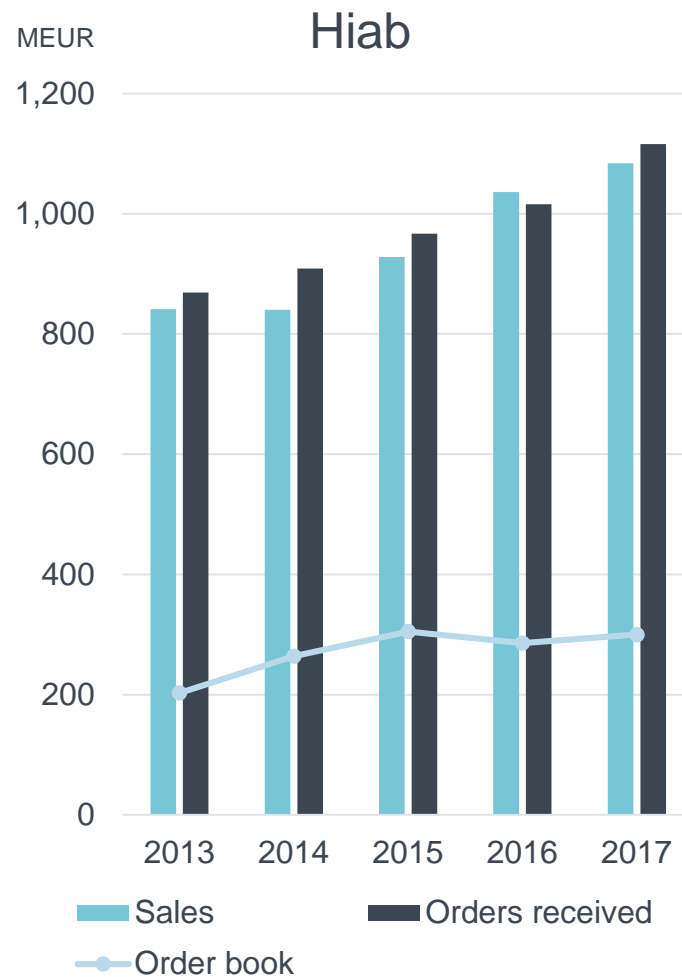
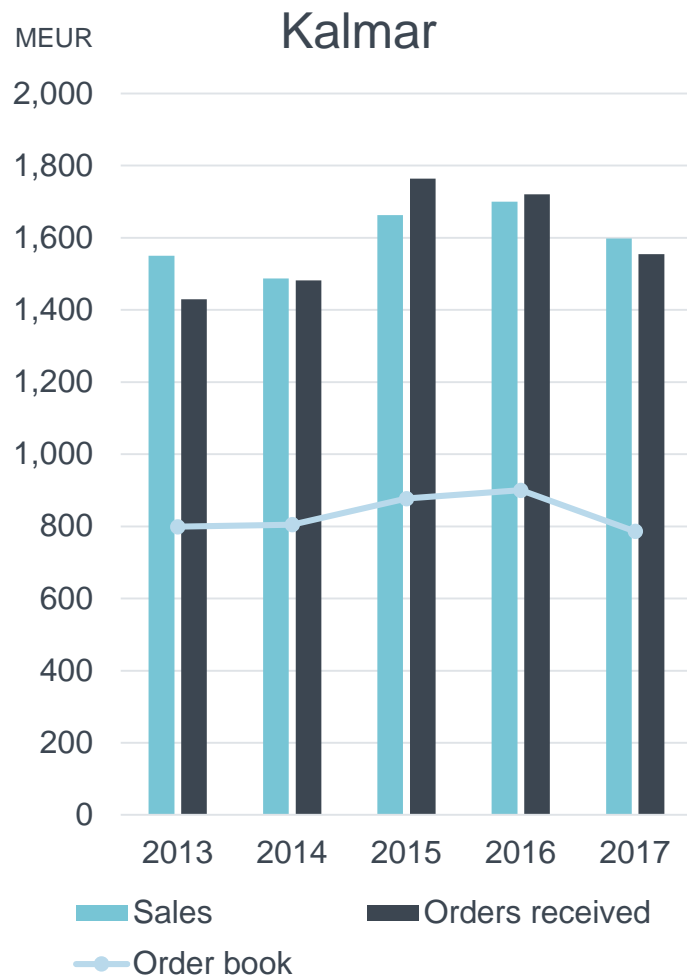
- Ottawa, Kansas (Kalmar prod.)
- Oakland, California (Kalmar R&D)
- Cibolo, Texas (Kalmar prod.)
- Tallmadge, Ohio (Hiab prod.)

# Operating profit excl. restructuring costs development

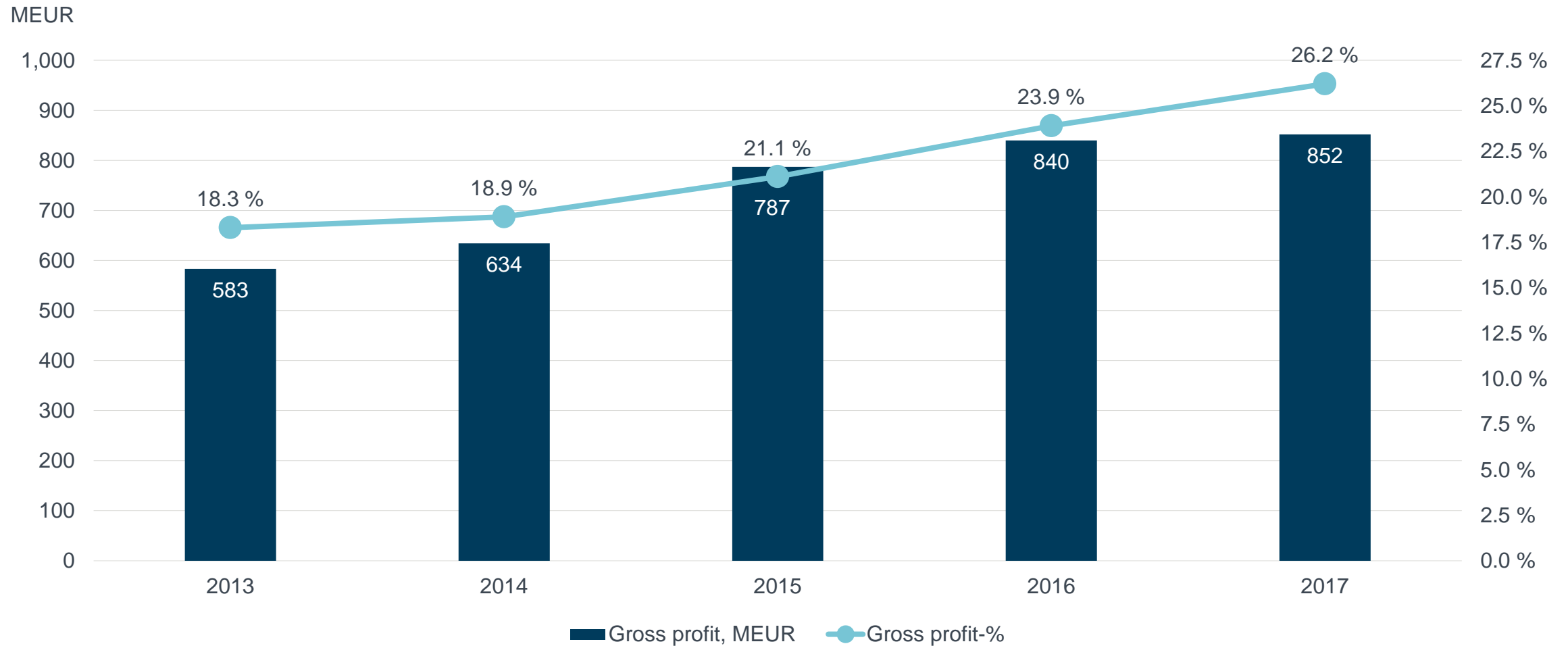




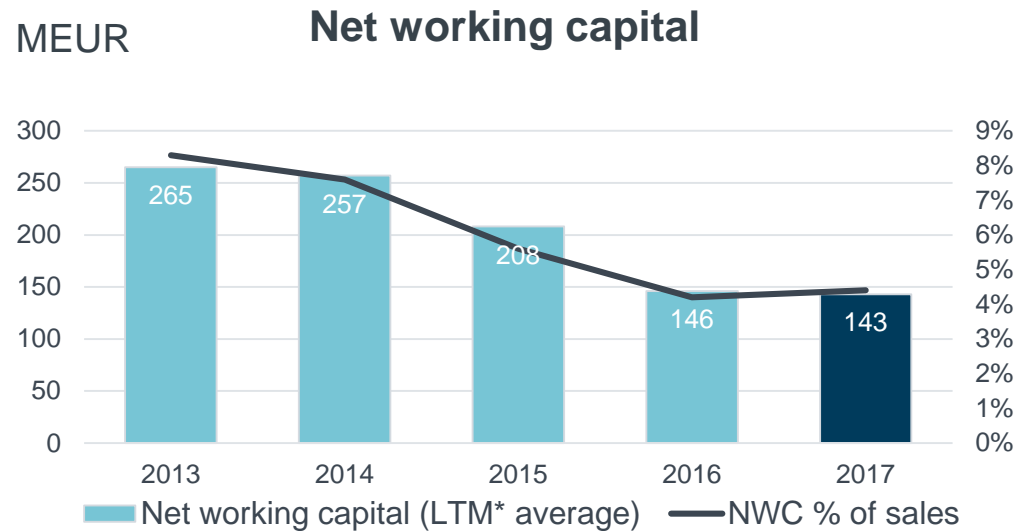
# Sales and orders received development



# Gross profit continued to improve in 2017

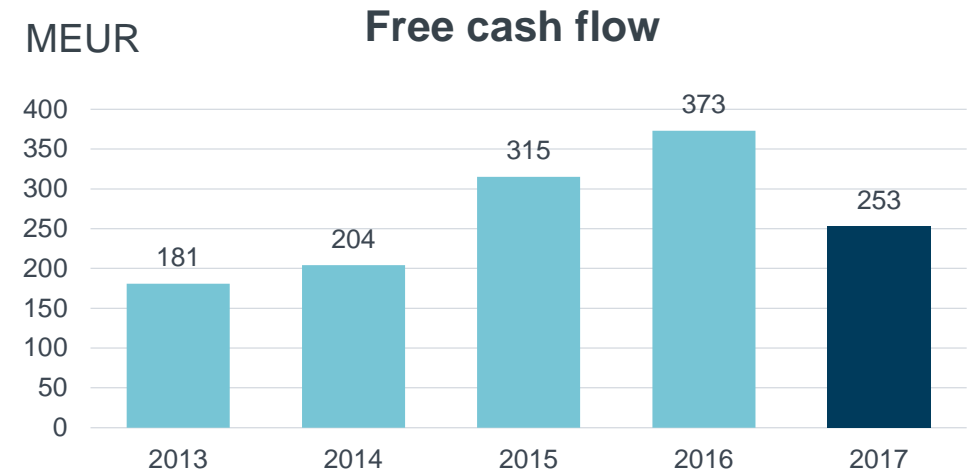


# Target to improve cash flow



### Key drivers

- + Supply chain optimisation
- + Central spare parts inventory
- + Supplier financing
- + Payment term harmonisation
- Services growth
- Low project orders in Kalmar and MacGregor



### Key drivers

- Higher profit
- Working capital efficiency actions
- Asset light business model

# Income statement Q1 2018

| MEUR  | Q1/18        | Q1/17        | 2017           |
|---|--------------|--------------|----------------|
| <b>Sales</b>  | <b>772.6</b> | <b>791.8</b> | <b>3,249.8</b> |
| Cost of goods sold  | -570.3       | -587.0       | -2,397.7       |
| <b>Gross profit</b>   | <b>202.4</b> | <b>204.8</b> | <b>852.1</b>   |
| <i>Gross profit, %</i>  | <i>26.2%</i> | <i>25.9%</i> | <i>26.2%</i>   |
| Other operating income  | 7.9          | 10.4         | 35.8           |
| Selling and marketing expenses                                | -55.4        | -56.8        | -221.8         |
| Research and development expenses                             | -24.7        | -24.1        | -98.2          |
| Administration expenses                                       | -63.2        | -67.1        | -273.6         |
| Restructuring costs   | -3.8         | -2.9         | -36.5          |
| Other operating expenses                                      | -9.3         | -9.7         | -36.7          |
| Costs and expenses  | -148.5       | -150.1       | -631.0         |
| Share of associated companies' and joint ventures' net income | -0.7         | 1.2          | 0.9            |
| <b>Operating profit</b>                                       | <b>53.2</b>  | <b>56.0</b>  | <b>222.1</b>   |
| <i>Operating profit, %</i>                                    | <i>6.9%</i>  | <i>7.1%</i>  | <i>6.8%</i>    |
| Financing income and expenses                                 | -6.8         | -8.3         | -32.9          |
| <b>Income before taxes</b>                                    | <b>46.4</b>  | <b>47.7</b>  | <b>189.2</b>   |
| <i>Income before taxes, %</i>                                 | <i>6.0%</i>  | <i>6.0%</i>  | <i>5.8%</i>    |
| Income taxes  | -12.8        | -11.5        | -56.5          |
| <b>Net income for the period</b>                              | <b>33.7</b>  | <b>36.2</b>  | <b>132.7</b>   |
| <i>Net income for the period, %</i>                           | <i>4.4%</i>  | <i>4.6%</i>  | <i>4.1%</i>    |

## Net income for the period attributable to:

|                              |             |             |              |
|------------------------------|-------------|-------------|--------------|
| Equity holders of the parent | 33.8        | 36.4        | 132.4        |
| Non-controlling interest     | -0.1        | -0.2        | 0.2          |
| <b>Total</b>                 | <b>33.7</b> | <b>36.2</b> | <b>132.7</b> |

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

|                                 |      |      |      |
|---------------------------------|------|------|------|
| Basic earnings per share, EUR   | 0.52 | 0.56 | 2.05 |
| Diluted earnings per share, EUR | 0.52 | 0.56 | 2.05 |

# Balance sheet Q1 2018

| ASSETS, MEUR  | 31 Mar 2018    | 31 Mar 2017    | 31 Dec 2017    |
|---|----------------|----------------|----------------|
| <b>Non-current assets</b>                                 |                |                |                |
| Goodwill  | 977.7          | 1,024.8        | 986.7          |
| Other intangible assets                                   | 257.2          | 282.8          | 260.8          |
| Property, plant and equipment                             | 307.3          | 309.3          | 310.8          |
| Investments in associated companies and joint ventures    | 109.6          | 117.4          | 109.8          |
| Available-for-sale investments                            | 0.3            | 3.8            | 0.2            |
| Loans receivable and other interest-bearing assets*       | 3.6            | 2.8            | 5.0            |
| Deferred tax assets                                       | 145.8          | 189.9          | 150.0          |
| Derivative assets   | -              | 15.6           | 6.1            |
| Other non-interest-bearing assets                         | 7.9            | 7.8            | 8.5            |
| <b>Total non-current assets</b>                           | <b>1,809.5</b> | <b>1,954.3</b> | <b>1,837.9</b> |
| <b>Current assets</b>                                     |                |                |                |
| Inventories   | 668.8          | 658.2          | 623.3          |
| Loans receivable and other interest-bearing assets*       | 3.1            | 2.6            | 2.5            |
| Income tax receivables                                    | 53.0           | 31.6           | 36.4           |
| Derivative assets   | 10.3           | 15.5           | 13.3           |
| Accounts receivable and other non-interest-bearing assets | 748.6          | 777.3          | 746.8          |
| Cash and cash equivalents*                                | 212.0          | 293.4          | 309.1          |
| <b>Total current assets</b>                               | <b>1,695.8</b> | <b>1,778.6</b> | <b>1,731.4</b> |
| <b>Total assets</b>                                       | <b>3,505.3</b> | <b>3,732.9</b> | <b>3,569.3</b> |

## EQUITY AND LIABILITIES, MEUR

31 Mar 2018 31 Mar 2017 31 Dec 2017

### 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  | -44.1          | 45.4           | -31.2          |
| Fair value reserves  | 0.1            | -15.9          | 2.1            |
| Reserve for invested non-restricted equity                           | 69.0           | 69.0           | 69.0           |
| Retained earnings  | 1,193.6        | 1,125.9        | 1,220.6        |
| <b>Total equity attributable to the equity holders of the parent</b> | <b>1,380.8</b> | <b>1,386.6</b> | <b>1,422.8</b> |

|                          |                |                |                |
|--------------------------|----------------|----------------|----------------|
| Non-controlling interest | 2.2            | 4.0            | 2.3            |
| <b>Total equity</b>      | <b>1,383.1</b> | <b>1,390.6</b> | <b>1,425.1</b> |

### Non-current liabilities

|  |              |                |              |
|--|--------------|----------------|--------------|
| Interest-bearing liabilities*          | 606.2        | 904.3          | 673.8        |
| Deferred tax liabilities               | 11.3         | 74.6           | 12.7         |
| Pension obligations                    | 86.0         | 82.6           | 87.5         |
| Provisions                             | 12.6         | 17.8           | 17.1         |
| Other non-interest-bearing liabilities | 57.6         | 55.4           | 61.5         |
| <b>Total non-current liabilities</b>   | <b>773.8</b> | <b>1,134.6</b> | <b>852.6</b> |

### Current liabilities

|   |                |                |                |
|---|----------------|----------------|----------------|
| Current portion of interest-bearing liabilities*            | 152.6          | 5.4            | 83.8           |
| Other interest-bearing liabilities*                         | 39.6           | 35.2           | 37.6           |
| Provisions  | 99.0           | 115.0          | 103.5          |
| Advances received   | 123.4          | 135.6          | 126.9          |
| Income tax payables   | 43.5           | 11.7           | 49.1           |
| Derivative liabilities                                      | 7.0            | 8.8            | 6.4            |
| Accounts payable and other non-interest-bearing liabilities | 883.4          | 895.9          | 884.4          |
| <b>Total current liabilities</b>                            | <b>1,348.5</b> | <b>1,207.7</b> | <b>1,291.7</b> |

|                                     |                |                |                |
|-------------------------------------|----------------|----------------|----------------|
| <b>Total equity and liabilities</b> | <b>3,505.3</b> | <b>3,732.9</b> | <b>3,569.3</b> |
|-------------------------------------|----------------|----------------|----------------|

\*Included in interest-bearing net debt.

# Cash flow statement Q1 2018

| MEUR   | Q1/18        | Q1/17        | 2017         |
|--|--------------|--------------|--------------|
| Net income for the period  | 33.7         | 36.2         | 132.7        |
| Depreciation, amortisation and impairment                                  | 18.3         | 17.7         | 72.0         |
| Other adjustments  | 20.0         | 21.0         | 92.3         |
| Change in net working capital  | -75.6        | -62.4        | -43.6        |
| <b>Cash flow from operations before financing items and taxes</b>          | <b>-3.7</b>  | <b>12.5</b>  | <b>253.5</b> |
| Cash flow from financing items and taxes                                   | -36.0        | -62.9        | -72.6        |
| <b>Net cash flow from operating activities</b>                             | <b>-39.7</b> | <b>-50.4</b> | <b>180.9</b> |
| Acquisitions of businesses, net of cash acquired                           | -19.6        | -            | -14.4        |
| Disposals of businesses, net of cash sold                                  | -            | -            | -1.2         |
| Investments in associated companies and joint ventures                     | -            | -4.7         | -4.7         |
| Cash flow from investing activities, other items                           | -10.1        | -15.2        | -69.3        |
| <b>Net cash flow from investing activities</b>                             | <b>-29.7</b> | <b>-19.9</b> | <b>-89.7</b> |
| Acquisition of non-controlling interests                                   | -            | -0.4         | -0.4         |
| Proceeds from long-term borrowings   | -            | 250.0        | 253.2        |
| Repayments of long-term borrowings   | -            | -91.6        | -243.1       |
| Proceeds from short-term borrowings  | 3.8          | 4.0          | 7.6          |
| Repayments of short-term borrowings  | -2.3         | -25.2        | -17.7        |
| Profit distribution  | -31.8        | -57.4        | -62.2        |
| <b>Net cash flow from financing activities</b>                             | <b>-30.4</b> | <b>79.5</b>  | <b>-62.6</b> |
| <b>Change in cash and cash equivalents</b>                                 | <b>-99.8</b> | <b>9.1</b>   | <b>28.6</b>  |
| Cash and cash equivalents, and bank overdrafts at the beginning of period  | 284.7        | 260.8        | 260.8        |
| Effect of exchange rate changes  | -1.2         | 9.7          | -4.6         |
| <b>Cash and cash equivalents, and bank overdrafts at the end of period</b> | <b>183.8</b> | <b>279.7</b> | <b>284.7</b> |
| Bank overdrafts at the end of period                                       | 28.3         | 13.7         | 24.4         |
| <b>Cash and cash equivalents at the end of period</b>                      | <b>212.0</b> | <b>293.4</b> | <b>309.1</b> |

# Sustainability

# Sustainability is a great business opportunity

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

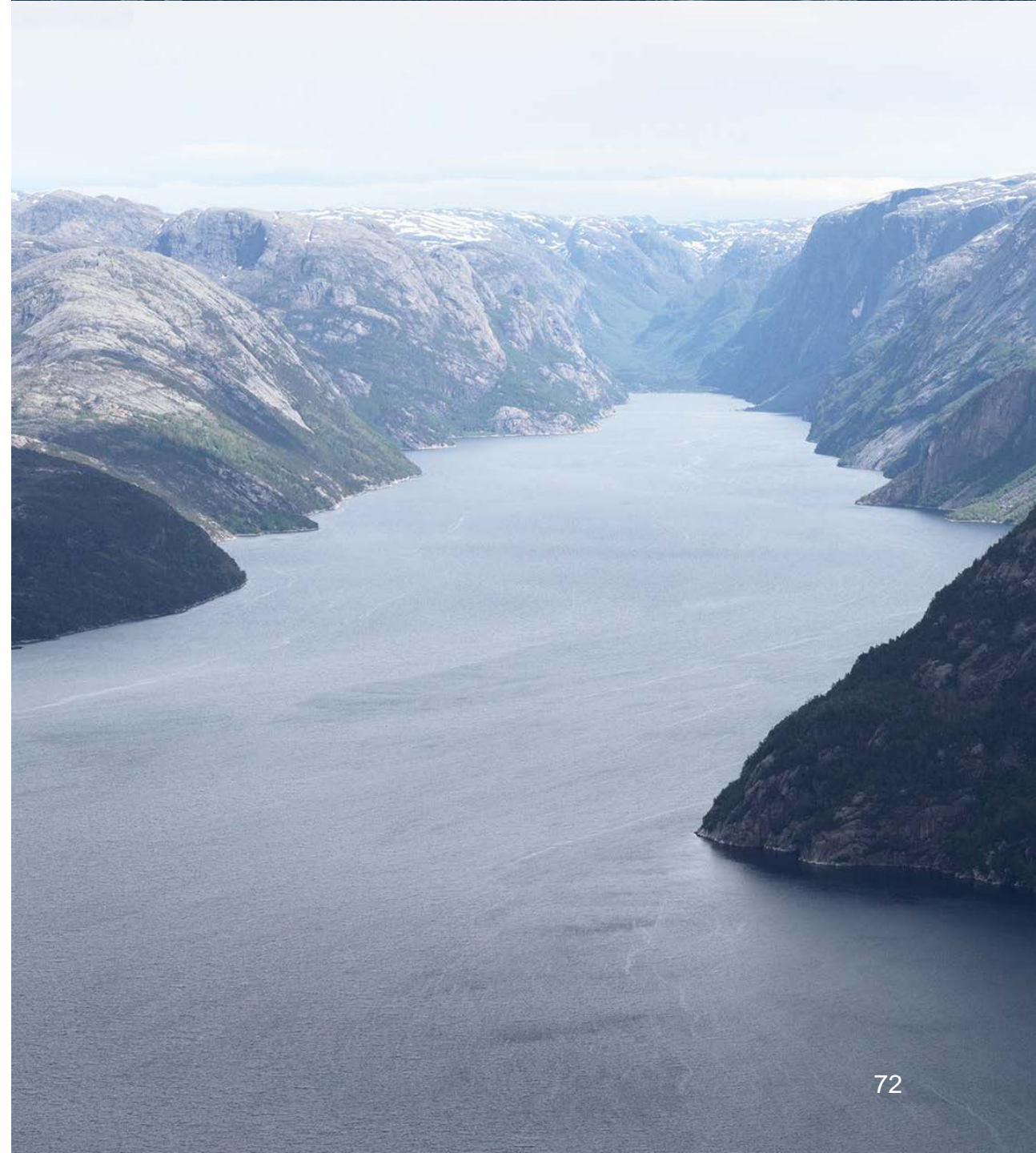
- Inefficient industry with potential to improve

**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

# Sustainability is our competitive advantage

Sales account for around 18%\* of the total revenue in 2017:

Significant R&D and digitalisation investments drive the growth of offering for eco-efficiency

Systems efficiency



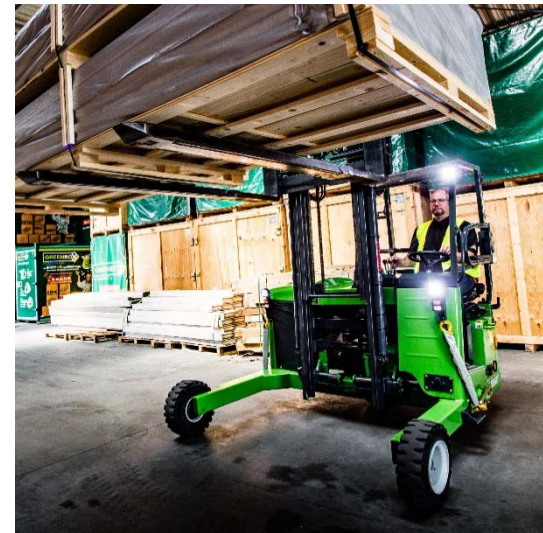
- Visibility to identify inefficient use of resources and fuel
- Software and design system

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

Resources efficiency



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

# Key to more sustainable cargo handling business is solution development



Waste in cargo handling business due to inefficiencies ~17 billion euros



~2.5 mil barrels (1.8 mil CO2 equivalent tonnes) of fuel savings enabled by Cargotec port equipment solutions during past 6 to 10 years



19 mil CO2 in shipping industry annually  
For moving empty containers

~31 900 CO2 eqv. tonnes

of emissions from Cargotec factories annually



# Cargotec sustainability managed with clear policies, processes and KPIs on varying areas

- Cargotec is a supporter of UN Global Compact and other major international sustainability initiatives
- We have a clear governance on sustainability issues with Board of Directors overview on the subject
- Safety is our key priority and we have clear improvement program to further decrease our current IIFR rate of 6.1
- Human rights supply chain management and energy on the agenda in 2018



PARIS2015  
UN Climate Change Conference  
COP21-CMP11

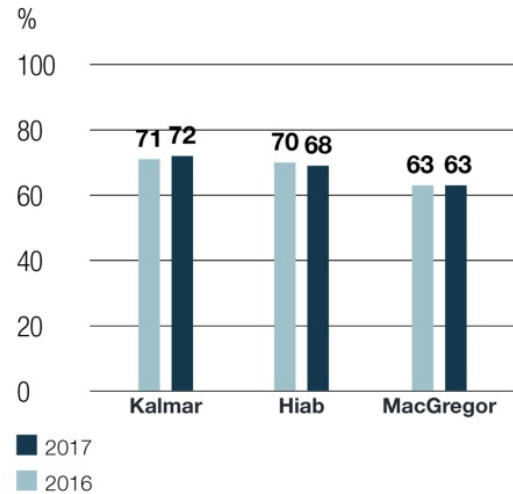


# Performance highlights 2017

82% of employees conducted the code of conduct e-learning tool

Permanent Code of Conduct panel and case investigation process

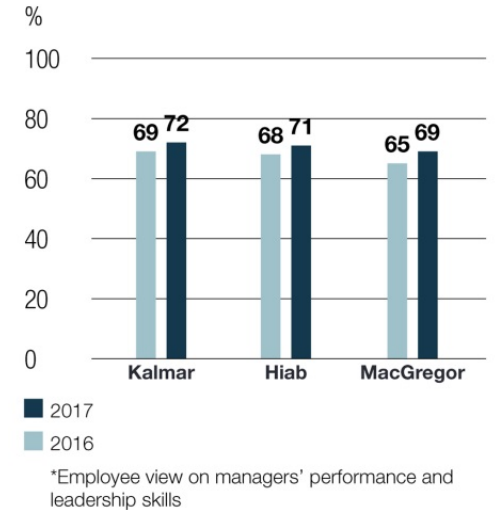
## EMPLOYEE ENGAGEMENT INDEX



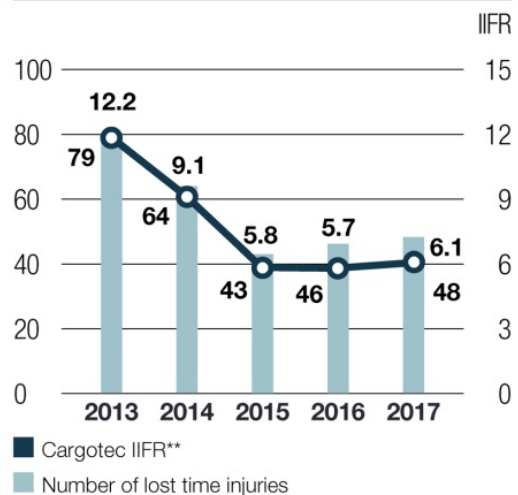
Supplier code of conduct sent to all strategic suppliers

Offering for eco-efficiency 18% of total sales

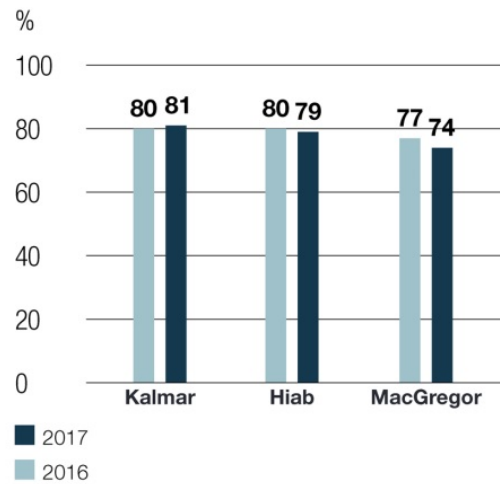
## LEADERSHIP INDEX\*



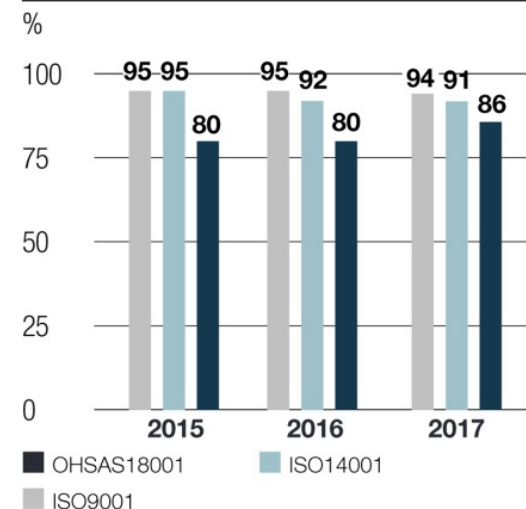
## INDUSTRIAL INJURY FREQUENCY RATE\*



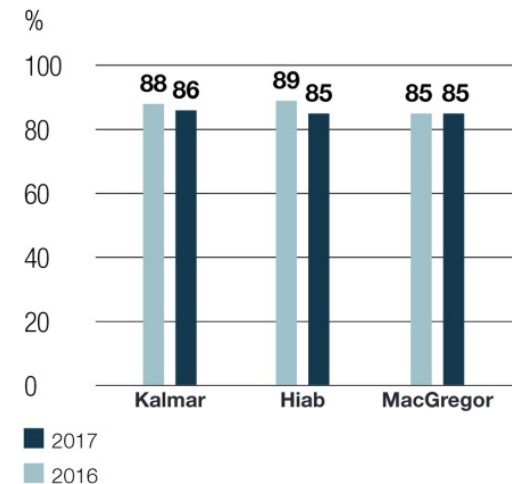
## SOCIAL RESPONSIBILITY INDEX\*



## CERTIFICATION COVERAGE\*



## COMPASS\* COMPLETION RATE



\*IIFR and number of injuries cover Cargotec production sites

\*\*Number of injuries per million hours worked

\*Share of certified sites' sales volume of the total sales volume

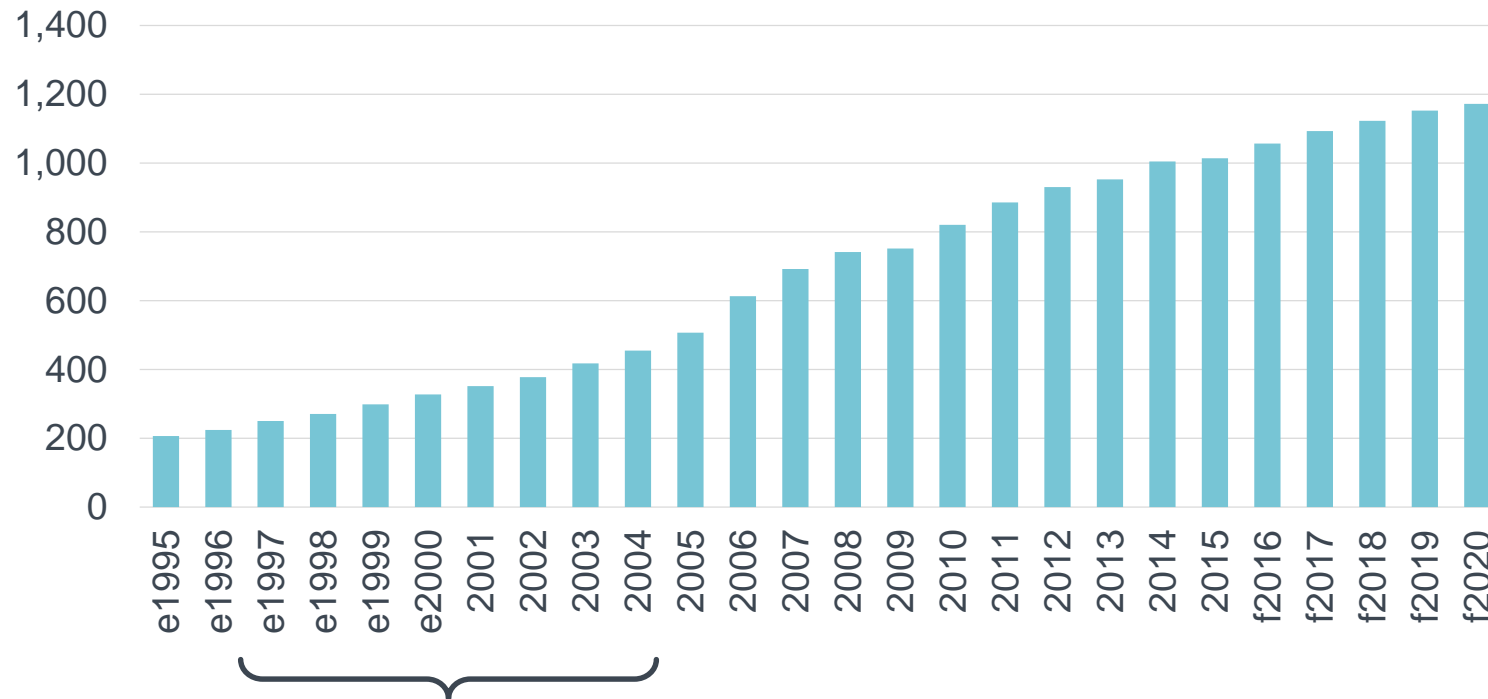
\*\*Number of injuries per million hours worked

Investor presentation

# 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

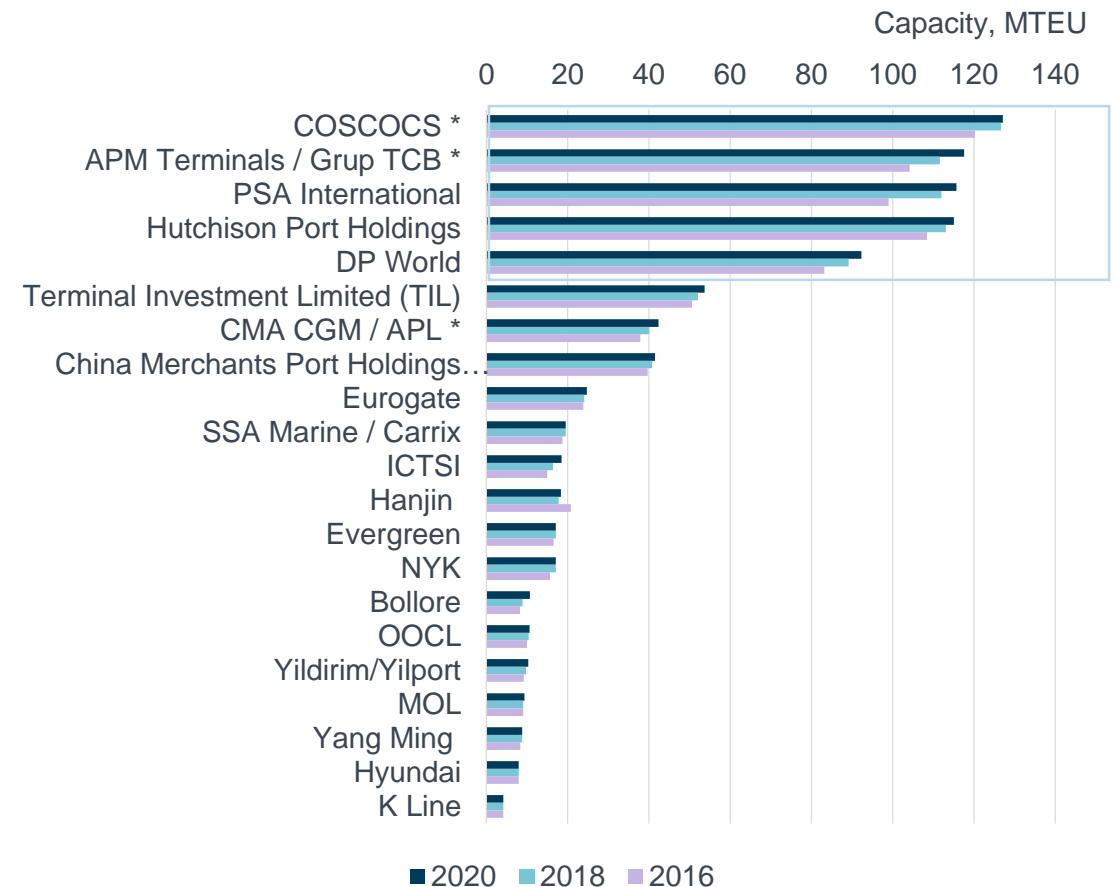
Source: Drewry reports: Global Container Terminal Operators 2001-2016 Note: 1995-2000 capacity is estimation based on the assumption that the utilisation rate has been between 70-72% in that period. 2016-2020 forecast based on Drewry's Global container terminal operators report, published in August 2016

# Consolidation leading to five dominant container terminal operators in 2020

24 Global Terminal Operators' total forecasted capacity increase 2015-2020 is 125 Mteu, increasing 3.1% p.a to 892 Mteu by 2020

Terminal operators consolidating, recent M&A activity:

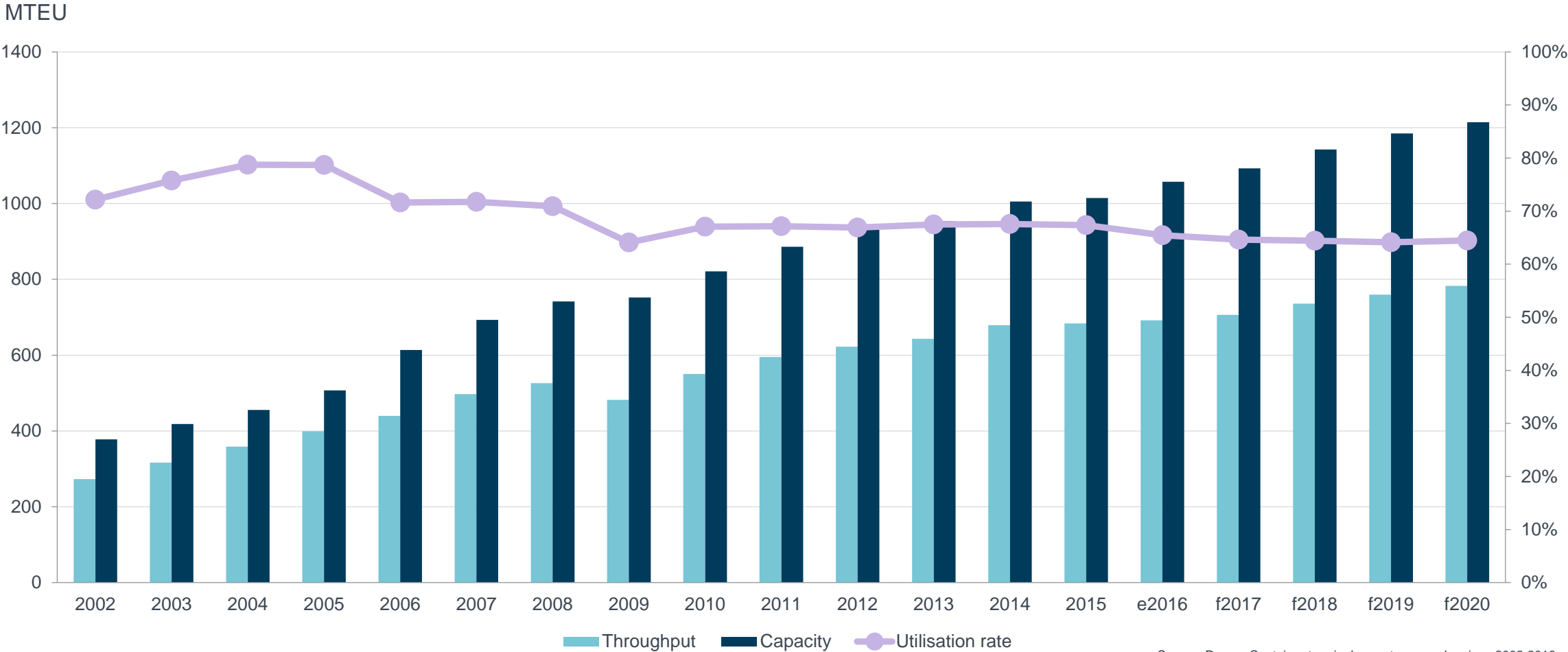
- COSCO and China Shipping merged
- APMT bought Group TCB
- CMA CGM bought APL
- Yildirim bought Portugese Tertir group and the company is also eyeing Ports America



Source: Drewry  
\* Capacity counted once in all terminals where shareholding held by both sub operators



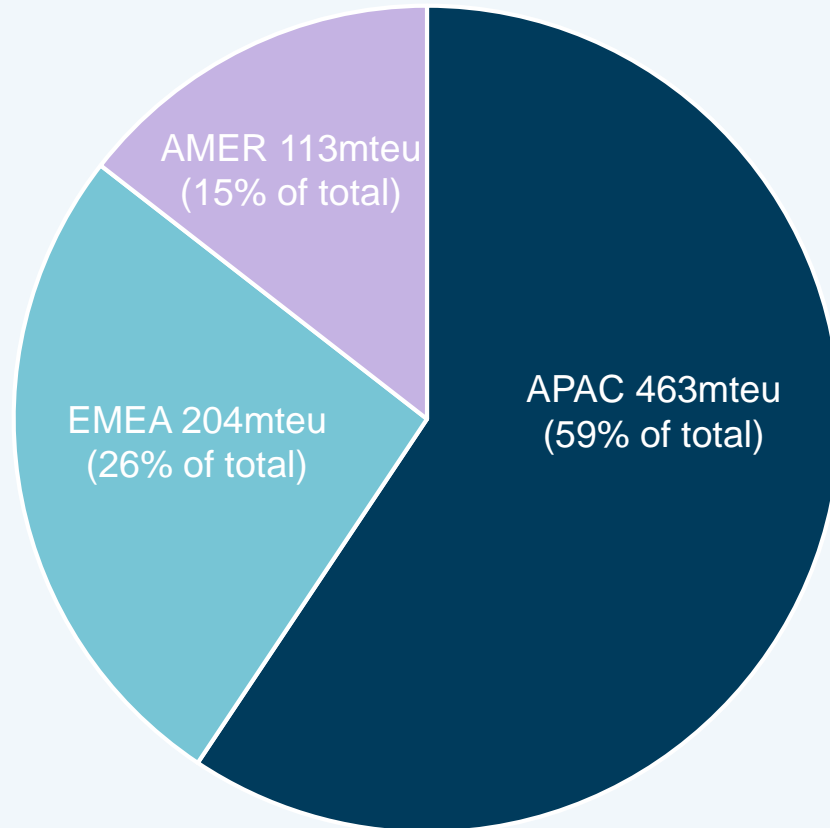
# Global container throughput and capacity development



Source: Drewry Container terminal operator annual review, 2002-2016



# 60% global of container throughput is expected to take place in APAC in 2018



Global container throughput expected to grow 4.3% in 2018

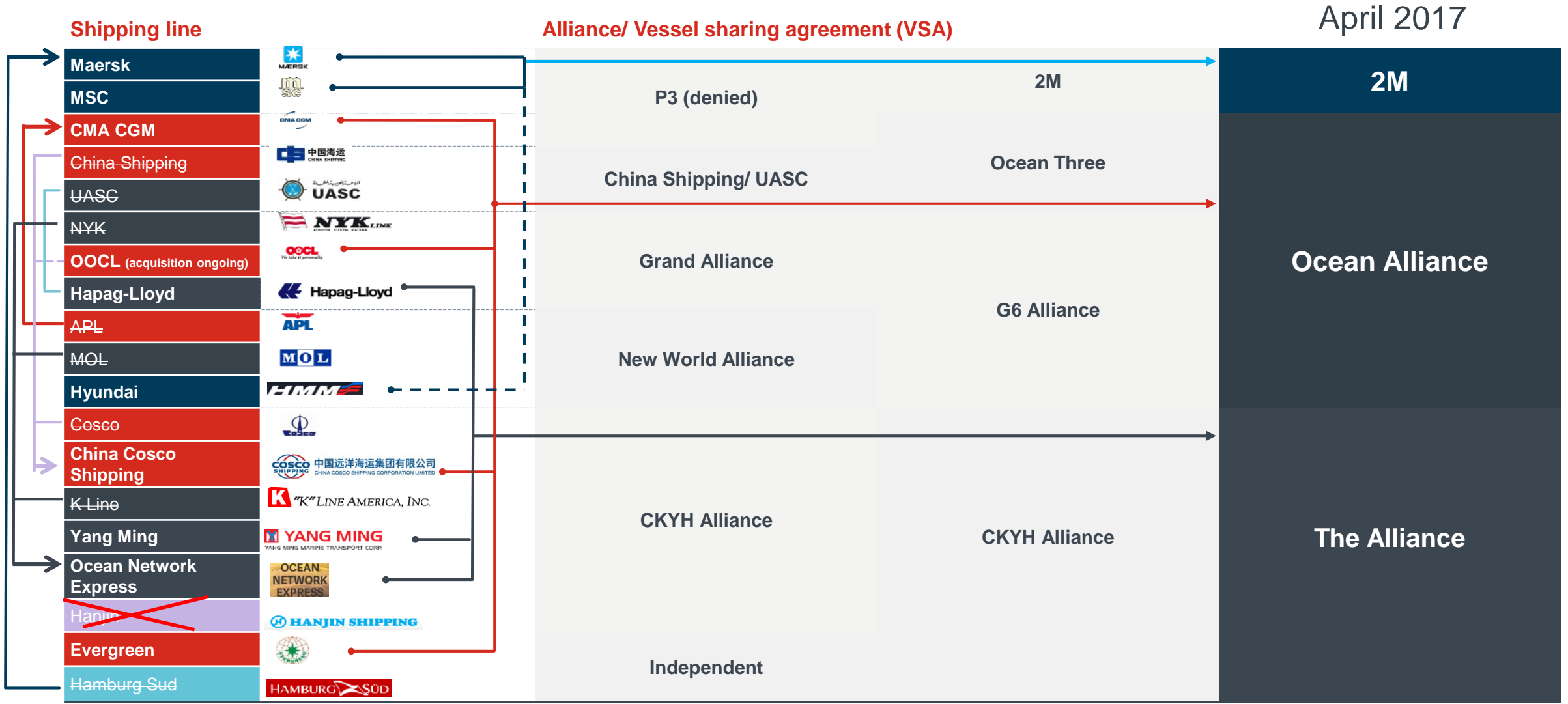
- APAC +4.8% (+21 mteu)
- EMEA +4.1% (+8 mteu)
- AMER +3.7% (+4 mteu)

→ 64% of growth will come from APAC

Source: Drewry: Container forecaster Q1 2018

# Three alliances controlling about 80% of global container fleet capacity

Most probably in mid 2018 there will be only 9 major global shipping lines



Total: 17

- 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 completed by the end of June
- Analyse excludes Zim, PIL and Wan Hai

Sources: Drewry, Alphaliner, Cargotec

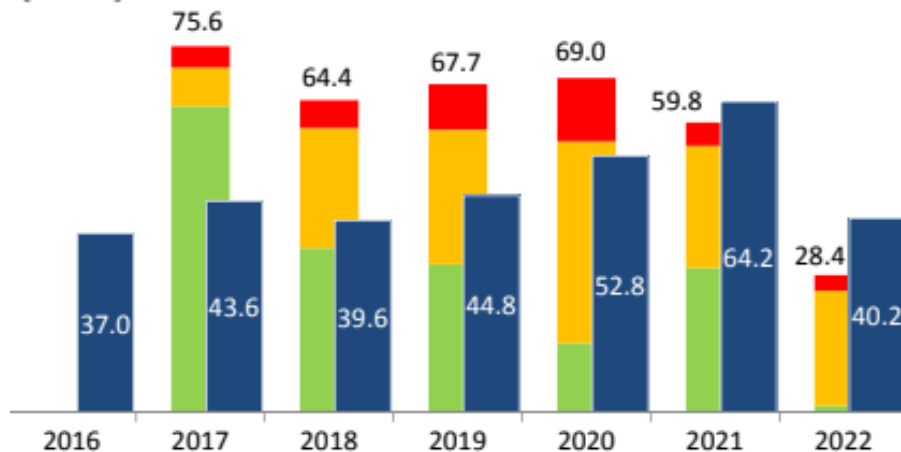


# DS Research: Capacity to grow in the coming years

- The project pipeline of announced container terminal expansions accounts for 365 MTEU additional capacity between 2017 and 2022.
- In terms of TEU, 48% of the projects are understood to be solid, 41% are tentative and 11% are uncertain. Projects scheduled for beyond 2022 (529 MTEU) are mainly tentative or uncertain.
- The amount of projects which finally will be built in future differs from what is announced. It is projected that finally 285 MTEU new capacity will be built between 2017 and 2022, assuming that project completion is going to adjust to market demand; i.e. several projects will get postponed, cancelled or downsized.

## Capacity Additions

[in TEUm]



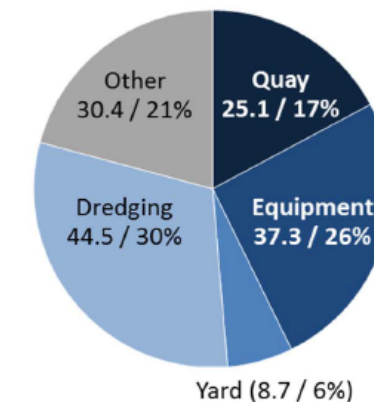
285 MTEU

### Project Prospect:

- Project Execution**
- Solid Projects:** completion likely (max. 1-2 yrs. delay)
- Tentative Projects:** completion questionable; scope & timing likely subject of further adjustments
- Uncertain Projects:** completion not likely

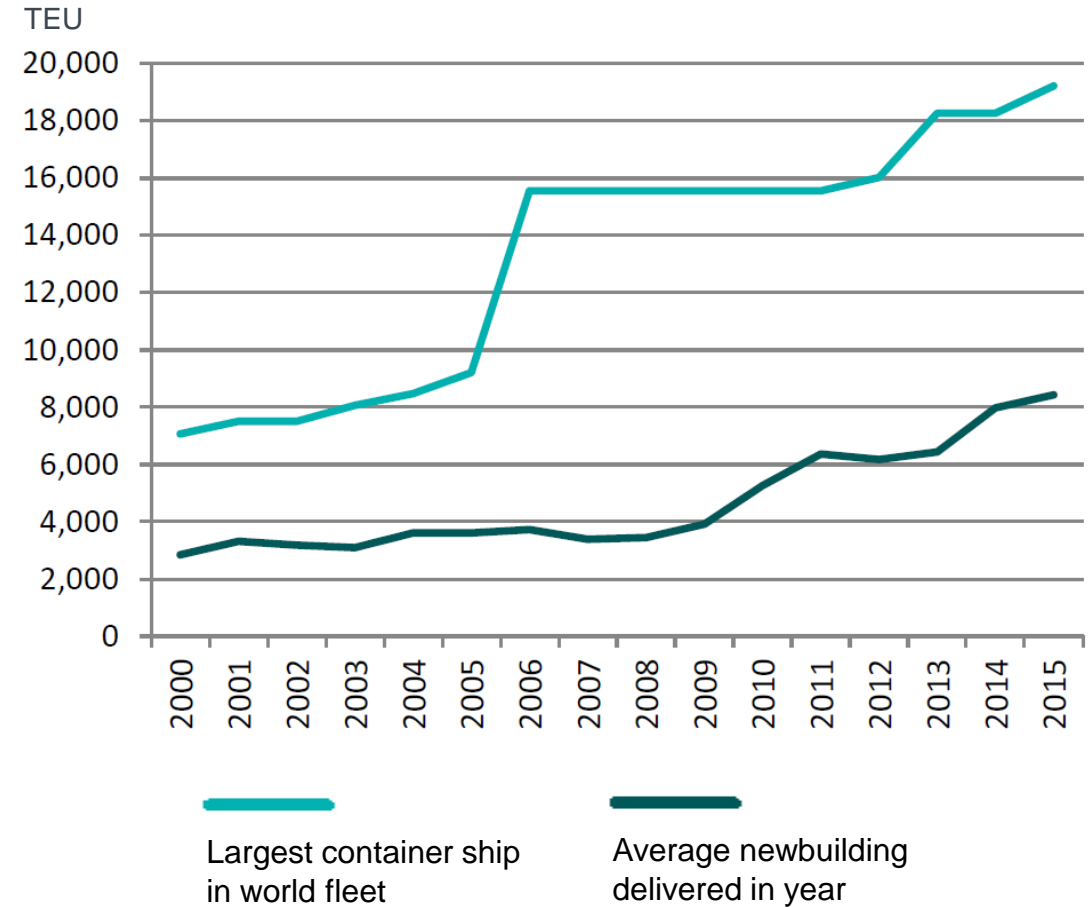
## Investment 2016-'21

(Σ US\$bn 146; in %)



# 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



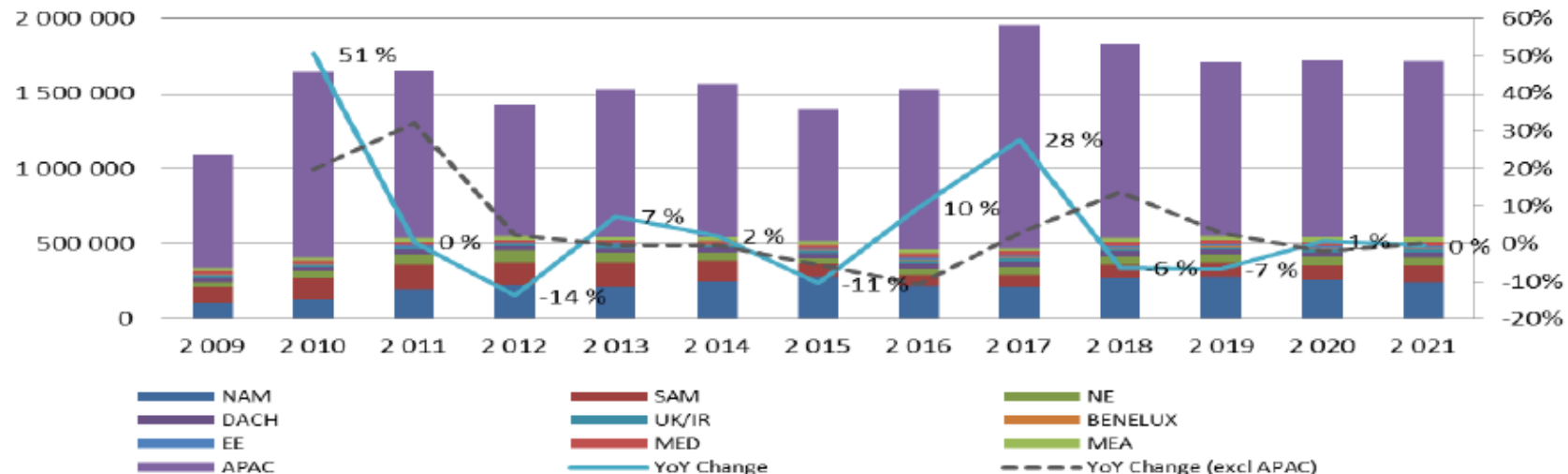
Source: Drewry November 2015

# Hiab appendix

# Global truck volumes

IHS predicts global truck volumes to decrease driven by China developments & regional differences in the EMEA

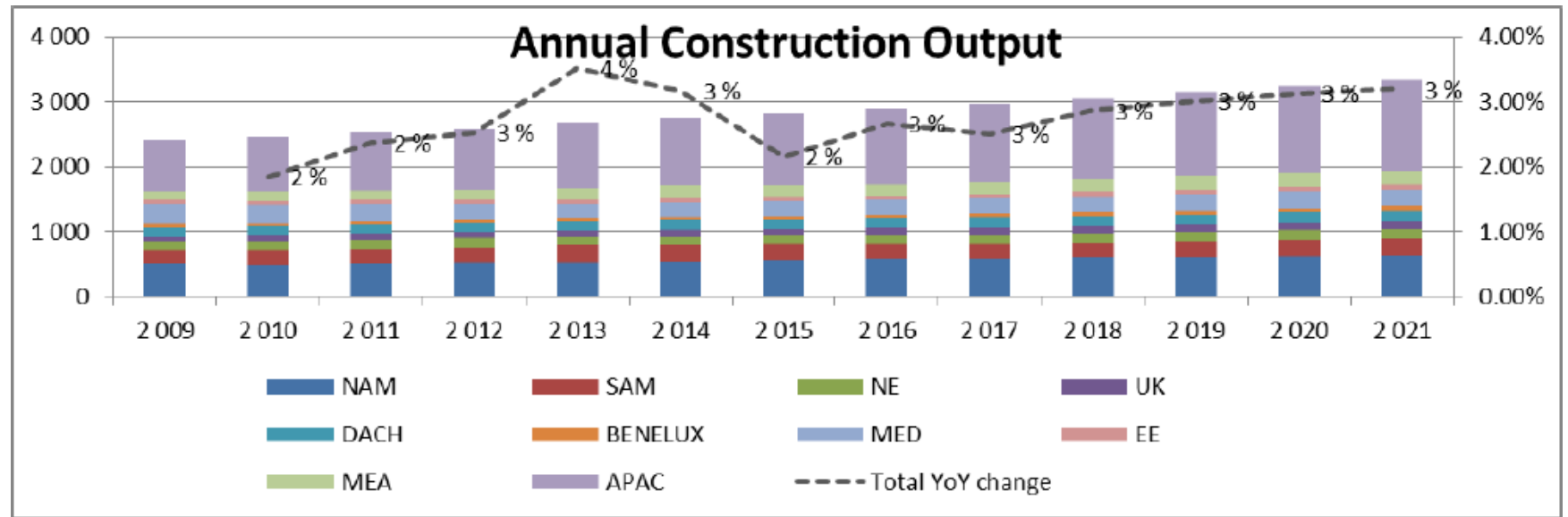
## Truck registrations, GVW >15t



|              | Changes vs last Forecast |             |             |             |             | YoY changes (vs. prev. year) |              |              |             |              |
|--------------|--------------------------|-------------|-------------|-------------|-------------|------------------------------|--------------|--------------|-------------|--------------|
|              | 2017                     | 2018        | 2019        | 2020        | 2021        | 2017                         | 2018         | 2019         | 2020        | 2021         |
| NAM          | 1.4%                     | 9.4%        | 1.3%        | -1.4%       | -5.3%       | -2.6%                        | 28.1%        | 2.3%         | -6.6%       | -5.5%        |
| SAM          | -3.1%                    | 0.0%        | 3.0%        | 2.1%        | -1.0%       | 6.8%                         | 5.7%         | 7.0%         | 3.4%        | 8.4%         |
| NE           | -1.8%                    | 2.4%        | -0.4%       | -1.4%       | -1.0%       | 23.8%                        | 8.6%         | 4.0%         | 3.7%        | 3.3%         |
| DACH         | 1.4%                     | 0.7%        | 0.7%        | 0.6%        | 0.5%        | 2.6%                         | -5.1%        | -2.1%        | -6.6%       | 4.0%         |
| UK/IR        | -3.8%                    | -1.1%       | -0.9%       | -1.2%       | -1.6%       | -7.4%                        | -3.7%        | 0.5%         | 0.9%        | 2.0%         |
| BENELUX      | 16.8%                    | 3.2%        | 2.1%        | 0.1%        | -1.0%       | 8.5%                         | -12.3%       | -1.5%        | -0.8%       | 1.5%         |
| EE           | -6.5%                    | -5.7%       | -0.2%       | 0.0%        | -0.4%       | 1.5%                         | 6.3%         | 7.3%         | 4.5%        | 2.2%         |
| MED          | 2.7%                     | 0.7%        | -0.1%       | -0.2%       | 0.2%        | 16.1%                        | -4.5%        | 2.5%         | 0.1%        | 6.8%         |
| MEA          | -1.3%                    | -2.7%       | -2.0%       | -1.0%       | -0.8%       | -1.2%                        | 2.5%         | 2.1%         | 9.4%        | 3.1%         |
| APAC         | -0.6%                    | -1.1%       | 4.2%        | 3.8%        | 3.0%        | 38.6%                        | -12.8%       | -10.7%       | 2.3%        | -0.7%        |
| <b>Total</b> | <b>-0.5%</b>             | <b>0.5%</b> | <b>3.2%</b> | <b>2.4%</b> | <b>1.1%</b> | <b>27.9%</b>                 | <b>-6.3%</b> | <b>-6.7%</b> | <b>0.9%</b> | <b>-0.4%</b> |

# Construction output forecast

2018 global construction output increases 3% p.a.  
 – UK only market where construction output is projected to decrease



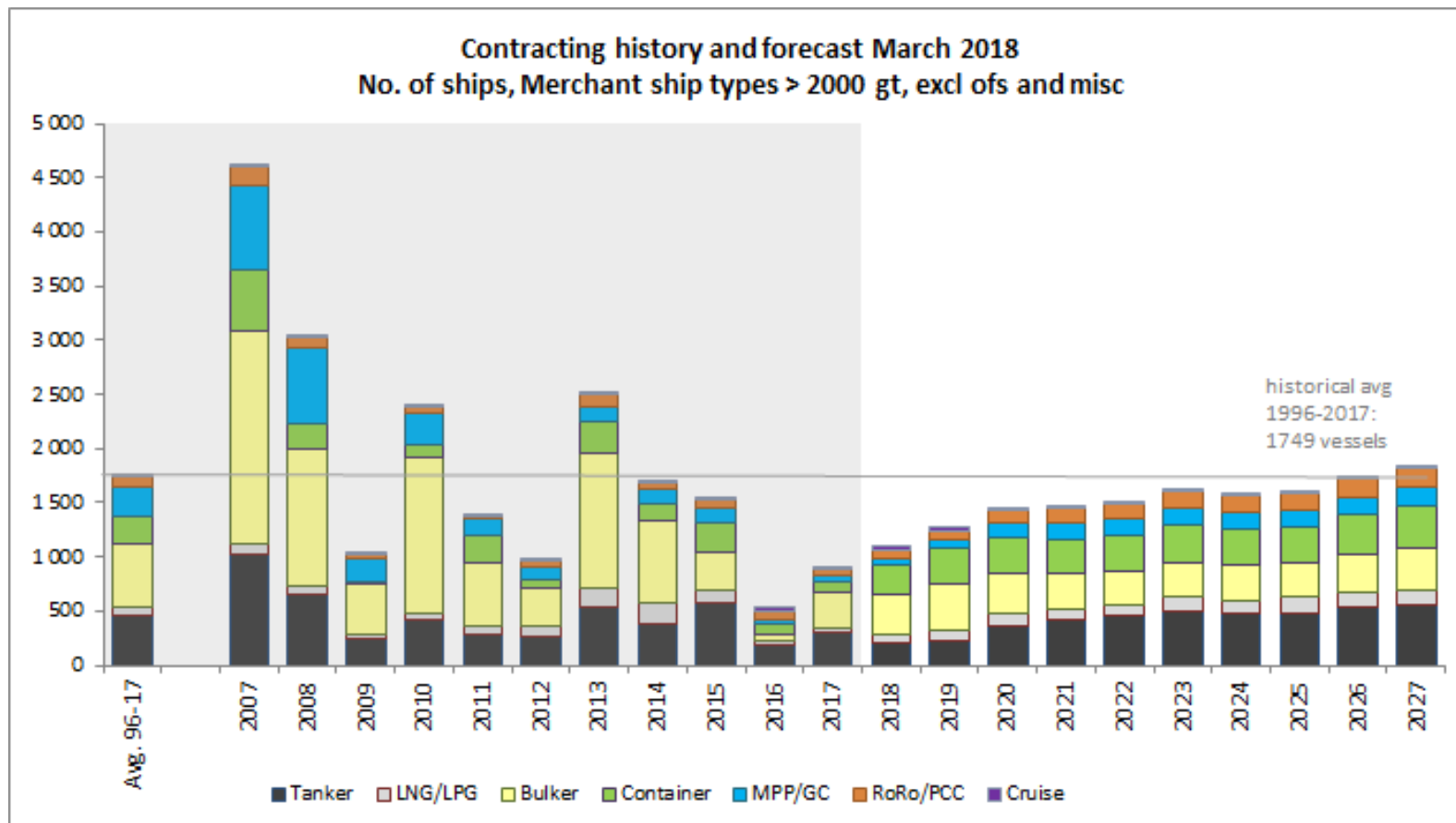
|              | Changes vs last Forecast |       |       |       |       | YoY changes |       |      |      |      |
|--------------|--------------------------|-------|-------|-------|-------|-------------|-------|------|------|------|
|              | 2017                     | 2018  | 2019  | 2020  | 2021  | 2017        | 2018  | 2019 | 2020 | 2021 |
| NAM          | 0.1%                     | -0.1% | -0.5% | -0.5% | -0.5% | 0.8%        | 2.3%  | 2.8% | 2.5% | 2.5% |
| SAM          | -1.0%                    | -1.1% | -1.4% | -1.6% | -1.3% | -2.5%       | 1.5%  | 2.4% | 2.8% | 3.1% |
| NE           | -1.0%                    | -0.3% | -0.2% | -0.1% | 0.0%  | 2.5%        | 3.6%  | 1.9% | 1.8% | 1.7% |
| UK           | 1.6%                     | 0.9%  | 0.9%  | 0.8%  | 1.0%  | 5.4%        | -0.9% | 1.1% | 2.1% | 2.2% |
| DACH         | -0.7%                    | -0.7% | -0.8% | -0.2% | -0.9% | 3.2%        | 2.4%  | 1.7% | 1.6% | 0.9% |
| BENELUX      | 0.4%                     | 1.8%  | 1.9%  | 1.9%  | 1.8%  | 3.5%        | 3.8%  | 2.1% | 1.4% | 1.4% |
| MED          | -0.1%                    | -0.4% | -0.4% | 0.0%  | 0.1%  | 2.5%        | 2.5%  | 2.4% | 2.7% | 2.1% |
| EE           | 4.6%                     | 6.7%  | 6.9%  | 7.2%  | 7.2%  | 7.4%        | 6.1%  | 3.3% | 3.0% | 2.8% |
| MEA          | 1.1%                     | 0.9%  | 0.7%  | 0.9%  | 0.8%  | 4.2%        | 3.3%  | 3.6% | 3.9% | 3.9% |
| APAC         | -0.2%                    | -0.7% | -1.0% | -0.9% | -0.7% | 3.5%        | 3.5%  | 3.8% | 4.0% | 4.3% |
| <b>Total</b> | 0.0%                     | -0.2% | -0.4% | -0.3% | -0.2% | 2.5%        | 2.9%  | 3.0% | 3.1% | 3.2% |



# MacGregor appendix

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

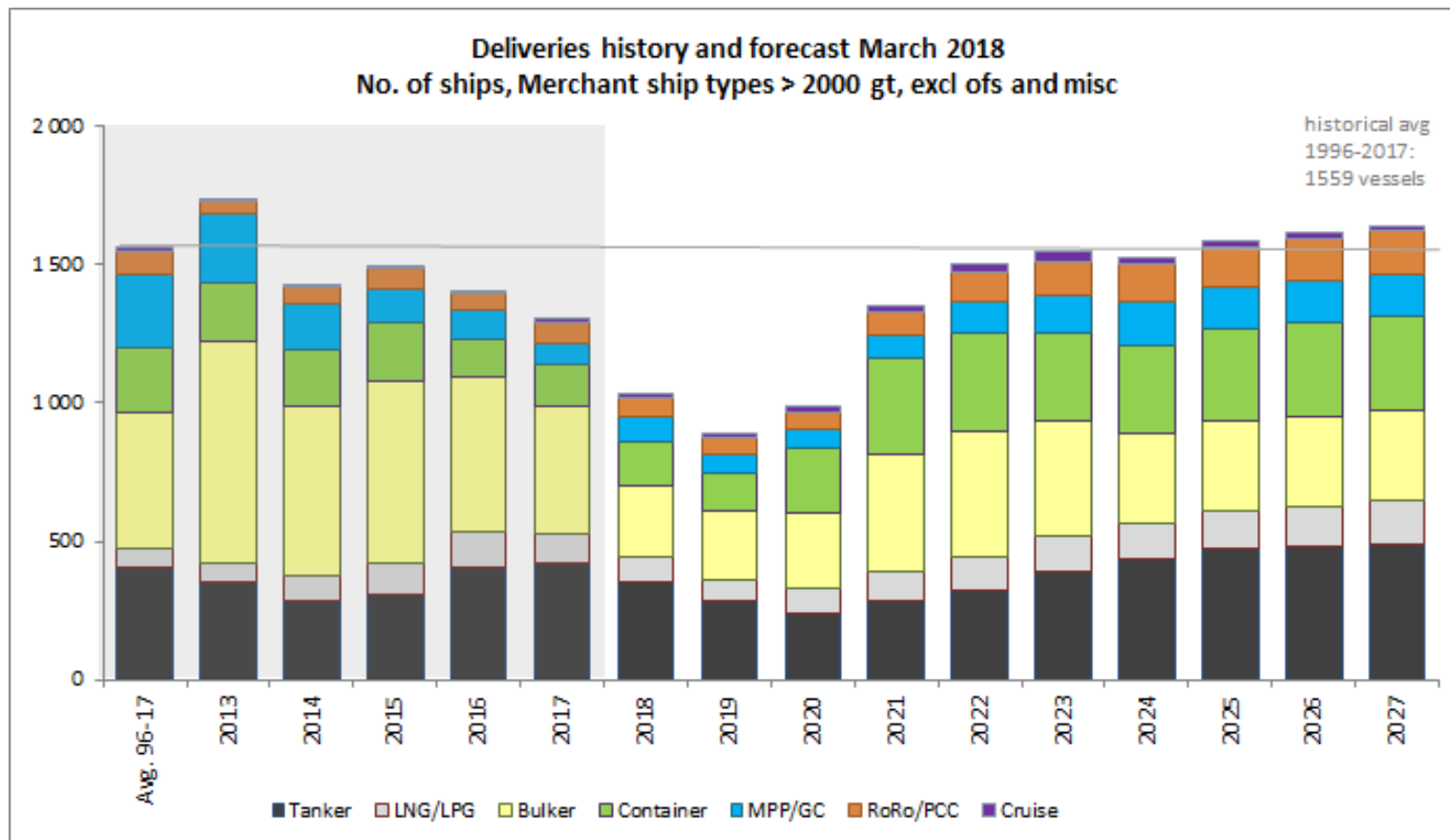
Merchant ship types > 2000 gt, base case



Source: Clarksons March 2018

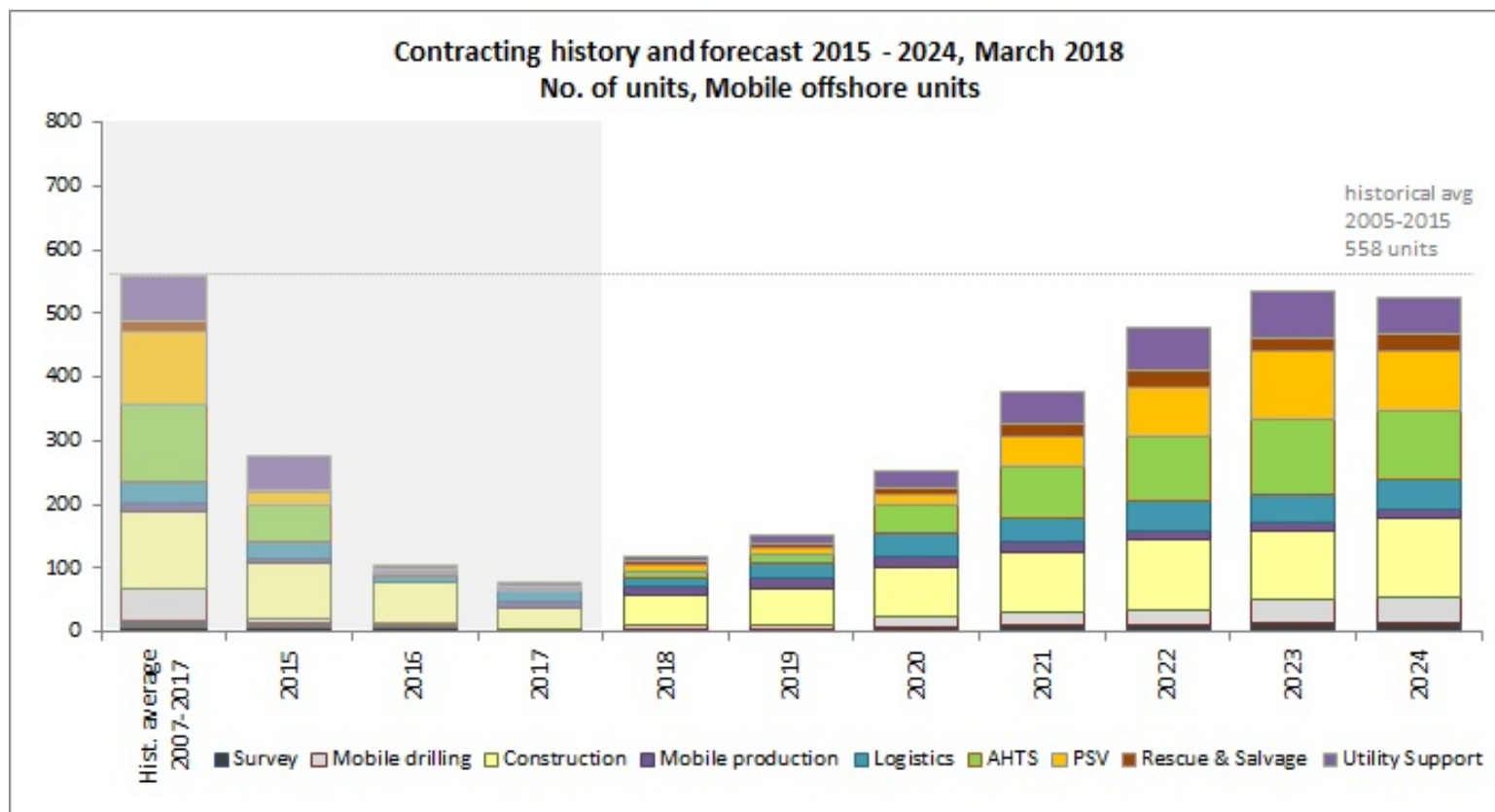
# Merchant ships: Deliveries forecast by shiptype (no of ships)

Merchant ship types > 2000 gt, base case



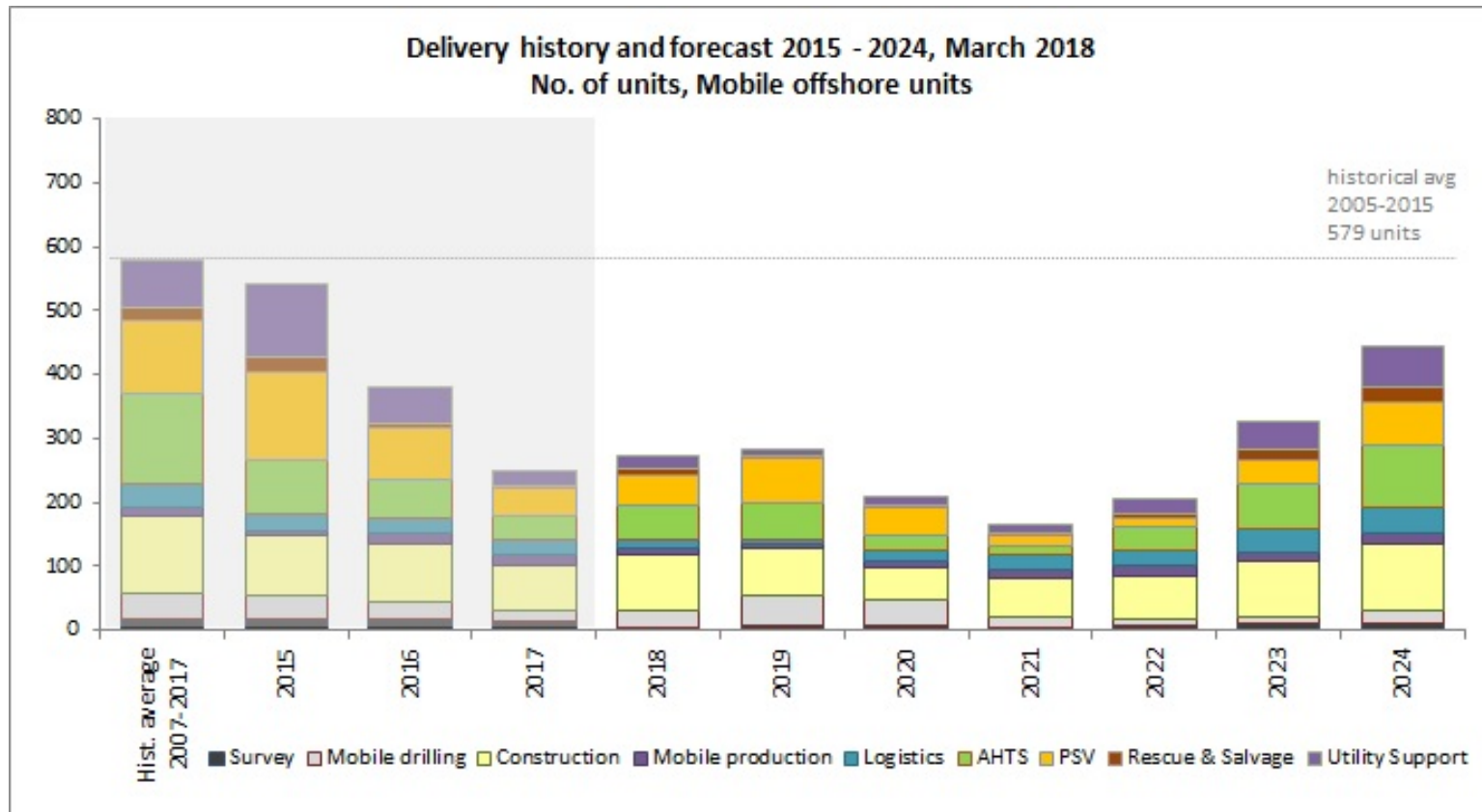
Source: Clarksons March 2018

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



Source: Clarksons March 2018

# Offshore mobile units: Deliveries forecast by shiptype (no of units)

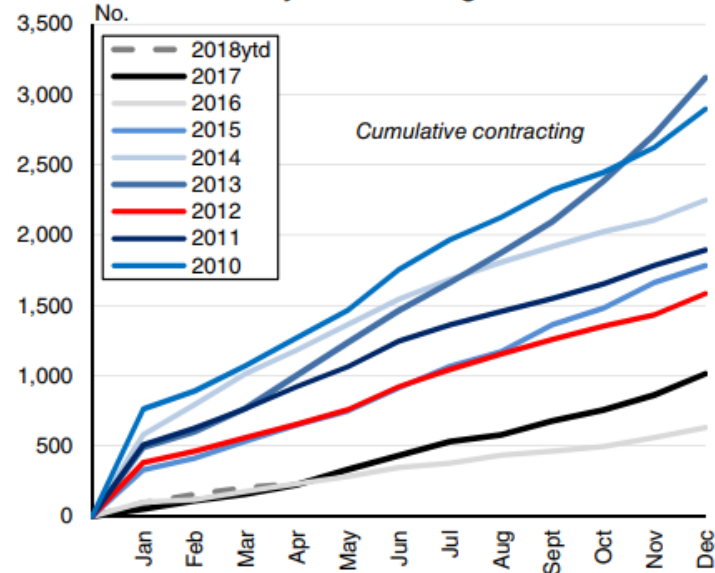


Source: Clarksons March 2018

# Shipbuilding – Contracting ships >2000 gt/dwt

| Global Contracting Activity (1st May 2018) |            |              |            |             |             |             |             |             |             |             |            |             |
|--|------------|--------------|------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|------------|-------------|
|  | No.        |              |            |             | \$bn        |             |             |             | m. CGT      |             |            |             |
|  | 2016       | 2017         | 2018ytd    | %y-o-y*     | 2016        | 2017        | 2018ytd     | %y-o-y*     | 2016        | 2017        | 2018ytd    | %y-o-y*     |
| <b>TOTAL (&gt;2,000 Dwt/GT**)</b>          | <b>630</b> | <b>1,015</b> | <b>232</b> | <b>-31%</b> | <b>37.3</b> | <b>65.6</b> | <b>16.5</b> | <b>-24%</b> | <b>13.6</b> | <b>26.3</b> | <b>7.8</b> | <b>-11%</b> |
| <b>Vessel Type</b>                         |            |              |            |             |             |             |             |             |             |             |            |             |
| Bulkers                                    | 70         | 331          | 57         | -48%        | 3.4         | 10.1        | 2.1         | -39%        | 2.2         | 7.5         | 1.5        | -40%        |
| Tankers                                    | 212        | 319          | 58         | -45%        | 6.1         | 14.5        | 2.3         | -53%        | 3.5         | 7.9         | 1.6        | -40%        |
| Containerships                             | 96         | 119          | 36         | -9%         | 2.8         | 5.5         | 2.1         | 13%         | 1.9         | 3.6         | 1.2        | 3%          |
| Gas Carriers                               | 27         | 42           | 32         | 129%        | 2.4         | 4.0         | 3.9         | 193%        | 0.9         | 1.6         | 1.8        | 243%        |
| Offshore                                   | 59         | 42           | 12         | -14%        | 2.3         | 7.7         | 1.6         | -38%        | 0.6         | 0.9         | 0.3        | -8%         |
| Others                                     | 166        | 162          | 37         | -31%        | 20.3        | 23.9        | 4.6         | -42%        | 4.4         | 4.7         | 1.3        | -15%        |
| <b>Builder Country</b>                     |            |              |            |             |             |             |             |             |             |             |            |             |
| China                                      | 264        | 508          | 106        | -37%        | 8.9         | 18.6        | 5.0         | -18%        | 5.0         | 10.8        | 2.6        | -28%        |
| South Korea                                | 76         | 193          | 67         | 4%          | 4.4         | 16.6        | 6.0         | 8%          | 2.3         | 7.3         | 3.3        | 36%         |
| Japan                                      | 118        | 122          | 31         | -24%        | 3.7         | 4.5         | 1.5         | -1%         | 2.2         | 2.4         | 0.9        | 9%          |
| Europe                                     | 116        | 84           | 21         | -25%        | 18.7        | 22.7        | 3.4         | -55%        | 3.6         | 3.9         | 0.8        | -39%        |
| Other                                      | 56         | 108          | 7          | -81%        | 1.6         | 3.4         | 0.7         | -41%        | 0.6         | 1.9         | 0.2        | -72%        |

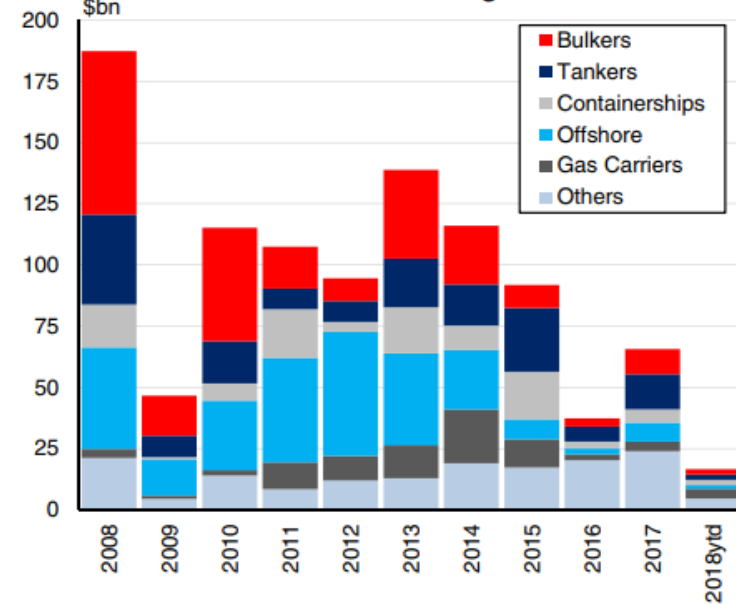
Monthly Contracting Volumes\*\*



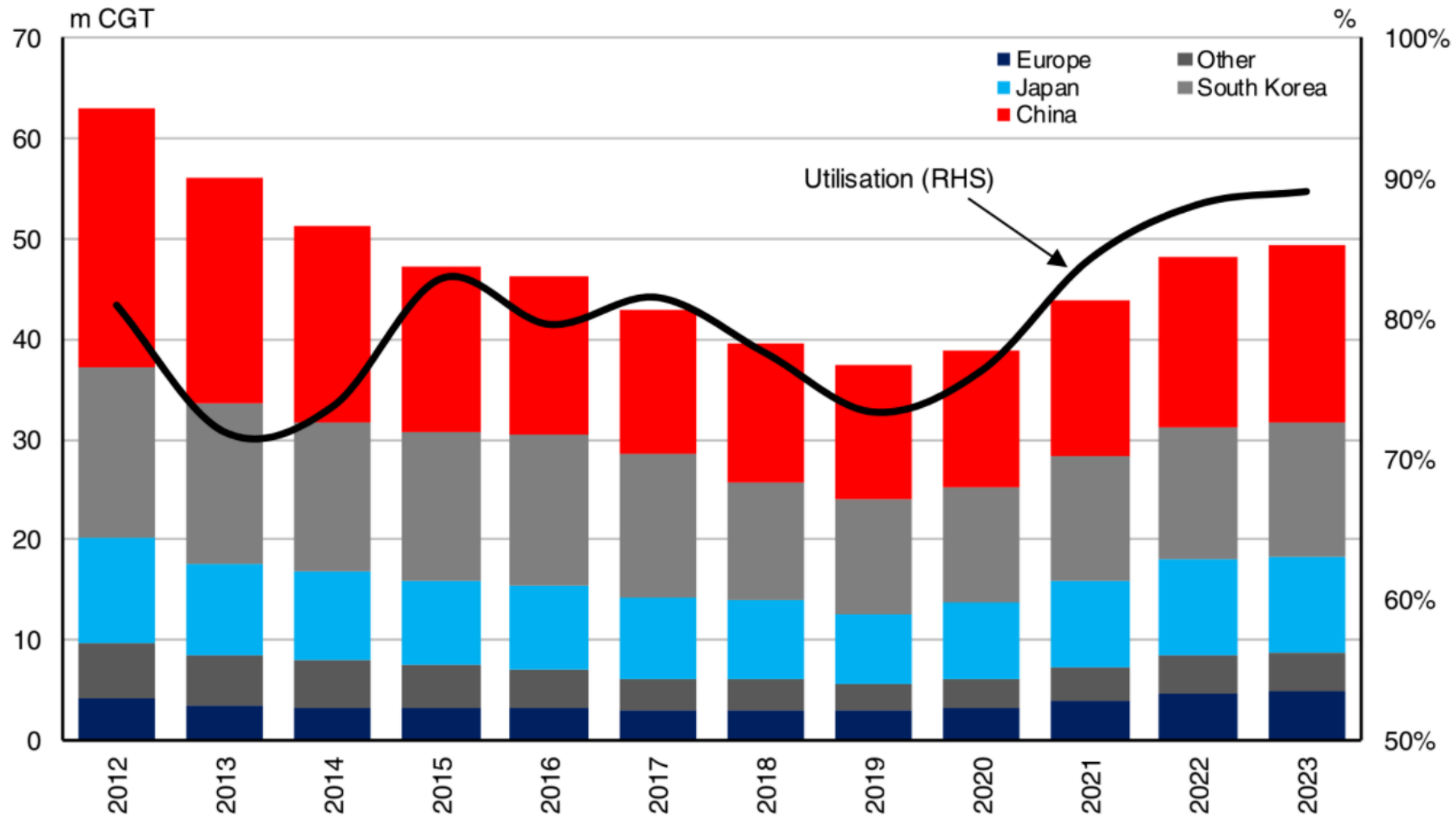
\*Year-to-date contracting, annualised.

\*\*Total includes those ship-shaped offshore units below 2,000 Dwt/GT

Estimated Newbuilding Investment



# Shipbuilding capacity and utilisation scenario

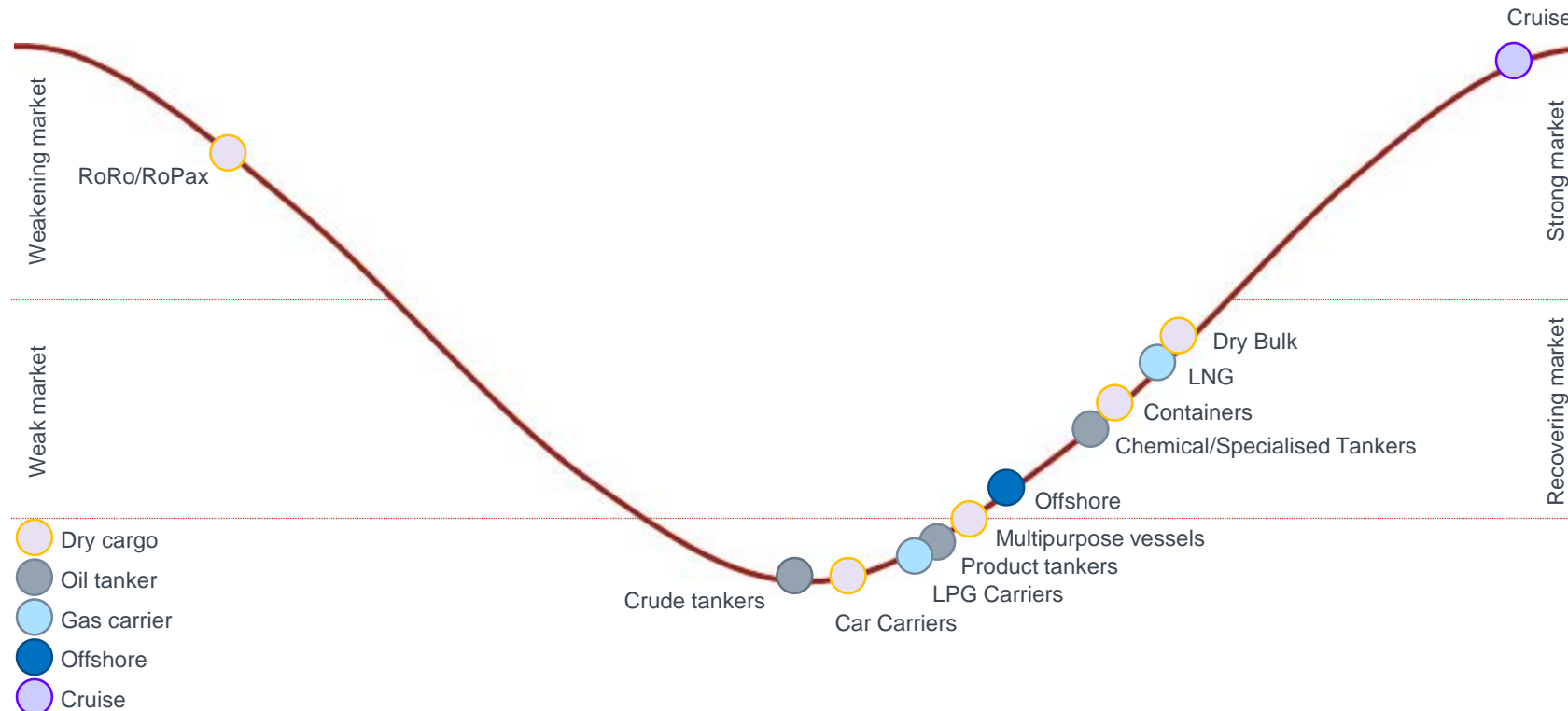


# Markets recovering slowly

Merchant shipping short term more positive outlook, will moderate in longer term  
Offshore recovery expected to take some more time

## Shipping cycle positions; freight/earnings cycles

indicative, timeline of each cycle not defined and varies





# We are capturing "blue growth" opportunities



Seaborne logistics

Traditional Core



Marine biotechnology

New Growth



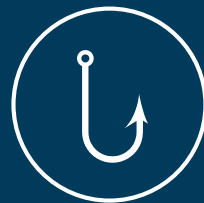
Marine and seabed mining

New Growth



Tourism

New Growth



Fishing

New Growth



Aquaculture

New Growth



Offshore oil and gas

Traditional Core



Offshore wind energy

New Growth



Ocean renewable energy

New Growth

# 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.

