



CAPITAL MARKETS DAY 2022

15 November, 2022

Helsinki, Finland

cargotec.com/cmd22

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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.

Cargotec Capital Markets Day

15 November 2022

New Cargotec: Getting fit and futureproof for profitable growth

CEO Mika Vehviläinen

We have been bold in shaping our strategy for value creation

PAST

PRESENT

FUTURE

2013

2018

2020

2022

**Product
leadership**

**Service
leadership**

**Leader in
intelligent
cargo
handling**

**Leader in
sustainable
cargo flow**

**Sustainability
leadership
through
empowered
businesses**

Kalmar
ROBOTIC
portfolio



Accelerated transition towards more profitable and futureproof business started in March



We have already reached significant milestones in the new strategy

Strategic evaluation of MacGregor business



Plan to exit heavy cranes business in Kalmar



Review of operational model to support refocused group



**We want to participate
in solving global
challenges together
with our customers**



By solving our customers' sustainability challenges, we will



Make the industry more **sustainable**



Grow faster
than the market



Significantly
improve our
profitability

Our strategy for profitable growth centers on sustainability



Investing in innovation to be sustainability leader



Driving **increasing recurring revenues**



Actively seeking **organic and inorganic growth**



Aiming for **highest ESG standards** in our industry

Strong market positions

Leading brands

Leadership & people



We will continue investing in innovation to be the sustainability leader in our industry

80MEUR

of R&D investments annually¹

Focus on **electrification, robotics** and **digitalisation**

Helping customers with **operator shortage** and **emission reduction**

Accelerating eco portfolio growth **>90%** Since 2017²

We drive increasing recurring revenues when we serve our customers



Fast growing and highly profitable service business

5%
CAGR¹

920 MEUR
SALES²

Focus on equipment businesses with short replacement cycle

New recurring revenue models

180 MEUR

COMPARABLE OPERATING PROFIT²

Accelerated growth from digitalisation and spare part capture rates

We have multiple organic and inorganic growth opportunities



GROWTH FOCUS	ORGANIC	M&A
Strengthening our portfolio and filling white spots in the offering	✓	✓
Eco portfolio	✓	✓
New services related to our core offerings	✓	
New applications for our products	✓	
Enter new developing markets	✓	✓
Seek to grow in adjacent segments		✓

PORTFOLIO CRITERIA



Capability to fill the performance targets

We aim for highest ESG standards in our industry and we have solid foundation in place



E

ENVIRONMENTAL

Our promise

1.5° commitment

Proof

SSAB collaboration



S

SOCIAL

Safe and inclusive value chain

Kalmar AutoStrad Smart Safety

G

GOVERNANCE

Transparent and ethical governance

Management remuneration tied to sustainability performance

Cargotec's performance targets for its core businesses

Eco portfolio: double sales growth
compared to traditional products

Sales growth faster than market¹

Reduce CO₂ emissions in our value chain²

2025: **-25%** | 2030: **-50%**

Comparable operating profit

2025: **12%** | 2030: **15%**

Growing dividend
30-50% EPS

Gearing below
50%

Growing by solving customers sustainability challenges



Investing in innovation to be sustainability leader



Driving **increasing recurring revenues**



Actively seeking **organic and inorganic growth**



Aiming for **highest ESG standards** in our industry

Step change in resilience and financial performance

