

Investor event, 26 February 2020

Kalmar Mobile Solutions – Cash generating high margin business

Stefan Lampa
President – Kalmar Mobile Solutions



Stefan Lampa

More than 25 years of experience from robotics and automation.

2019 – Kalmar, part of Cargotec

President, Kalmar Mobile Solutions

2015 – 2019 KUKA Robotics

CEO Robotics Group (Germany)

1992 – 2015 ABB

2011 – 2015 Global Head Robots & Applications

1988 – 1992 ESAB

Contents

Kalmar Mobile Solutions in brief

Megatrends and industry drivers

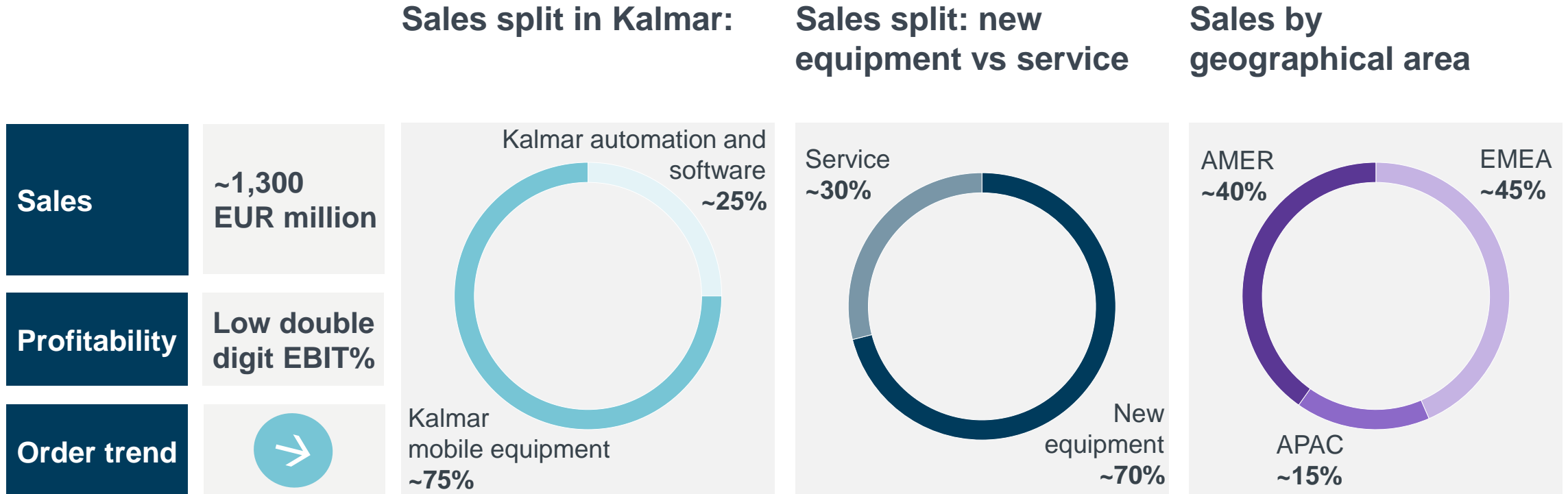
Strategy

Leadership in electrification

Robotics as an opportunity

Summary

Kalmar Mobile Solutions in brief



Competitive advantages

Brand

People

Operational footprint

Premium products

Extensive service

Regional leadership

Customer data insight

Strong market position in smaller equipment and services



Over 100,000
forklifts built



Market leading
supplier of
reachstackers and
empty container
handlers



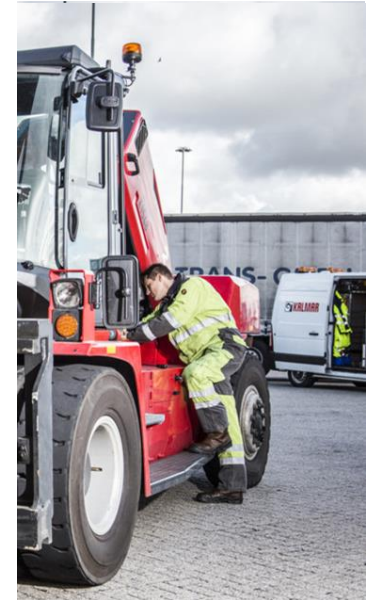
Most selling
terminal tractor in
North America



Global leader in
spreaders








Spare parts



Comprehensive
service contacts

Largest customer segments are ports & terminals, distribution and metal & forestry industries

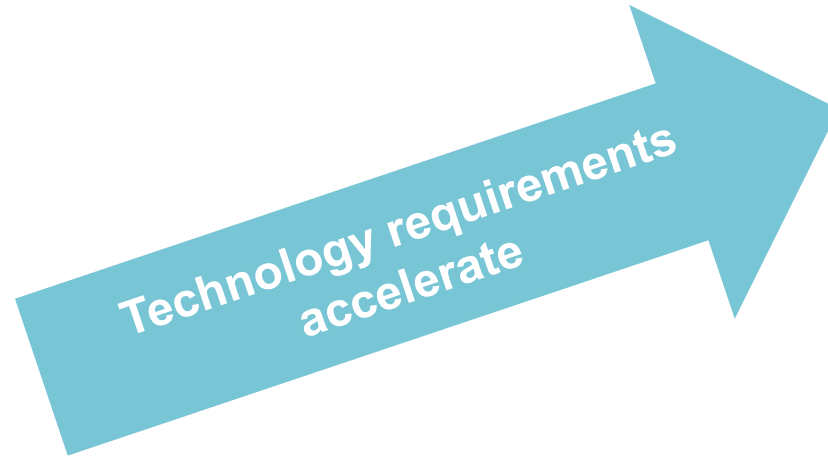
	MARKET SIZE (EUR billion)	KEY SEGMENTS	KALMAR MARKET POSITION	MEDIUM TERM TREND
 Reachstackers and ECHs	~0.8	Ports & Terminals, Heavy Logistics	#1 in Europe and Asia	➔
 Forklift Trucks	~0.7*	Heavy Logistics, Metal, Forestry, Ports & Terminals	#1 in Europe*	➔
 Terminal Tractors	~0.6	Distribution, Ports & Terminals	#1 in US	➔
 Bromma Spreaders	~0.2	Ports & Terminals	#1 globally	➔
 Services	~8	Ports & Terminals, Heavy Logistics, Metal, Forestry	3-5% market share	➔

Technology leadership sets us apart

Global main competitors



Other competitors



Market leaders are getting stronger



Contents

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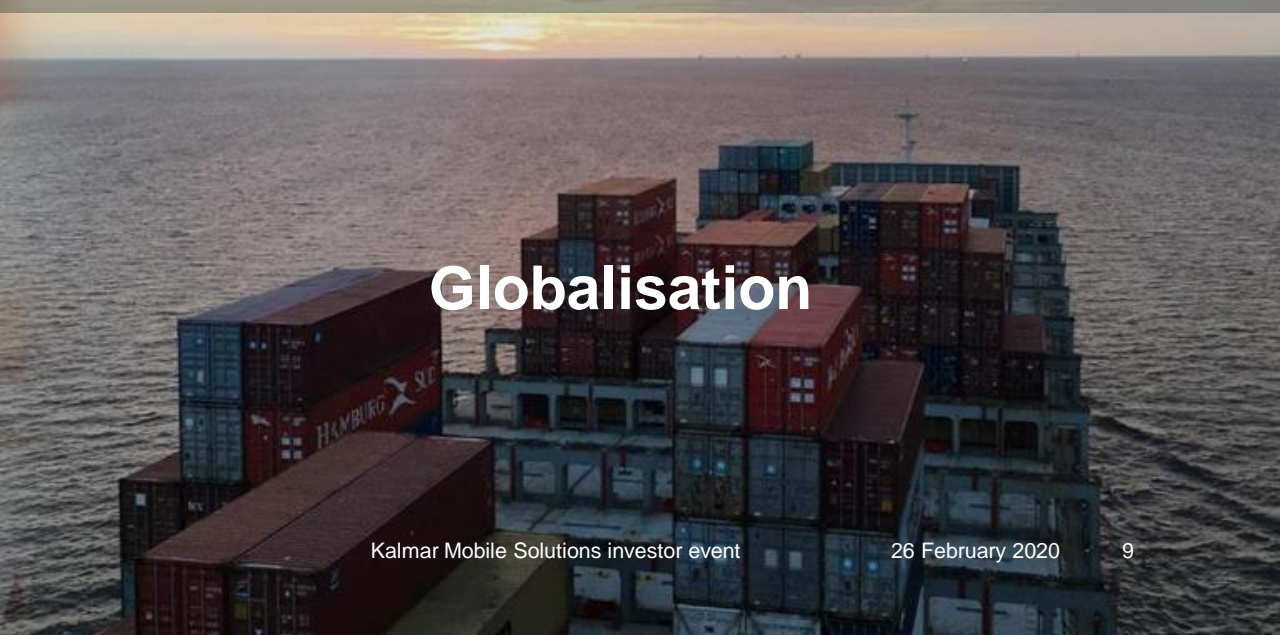
Demographic and social changes

Climate change

Megatrends support long-term prospects



Digitalisation



Globalisation

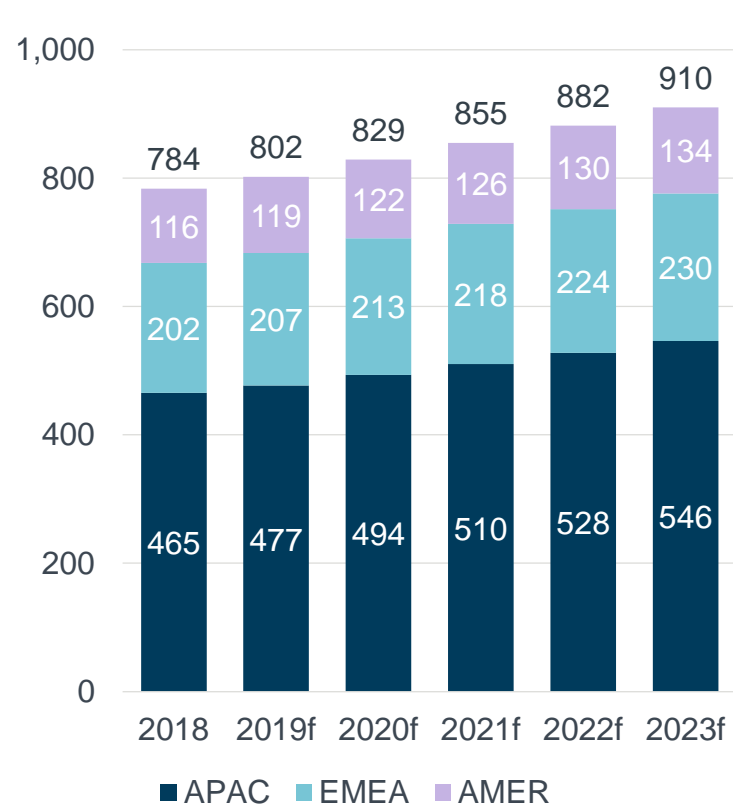
**Every 4.9 days
someone dies in the port sector.**

ICHCA - International Cargo Handling Coordination
Association,
March 2019

Demand indicators are forecasted to grow

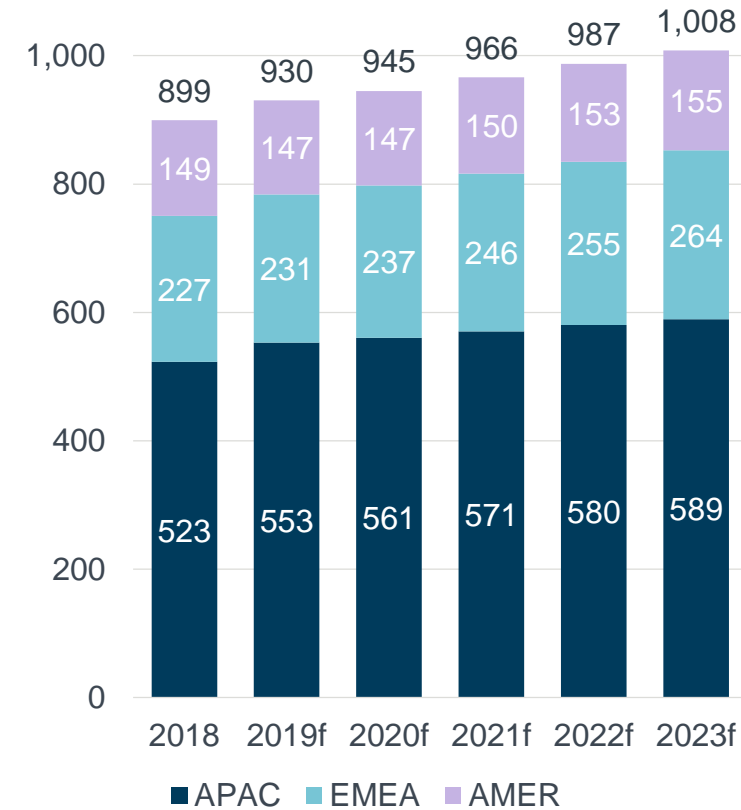
Container throughput¹

TEU million



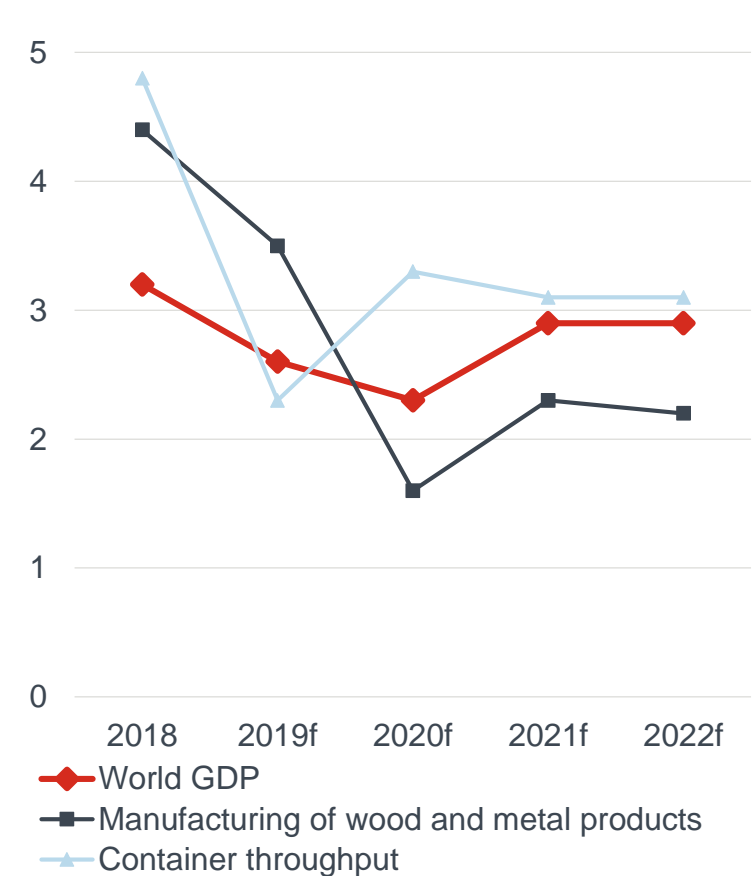
Manufacturing of wood and metal products²

EUR billion



World GDP³

Change, %



Drivers supporting mobile equipment demand

**Smaller and
intermodal
terminals**

Inland waterway and
rail transportation is
increasing

**Distribution
segment**

Increasing
e-commerce,
especially in the US

**Vast
installed
base**

Need for regular
replacement and
service



SUMMARY:

Our industry and business environment is changing.

- › Demographic and social changes
- › Climate change
- › Digitalisation
- › Globalisation
- › Safety
- › Demand indicators growing
- › Smaller terminals
- › Distribution segment
- › Vast installed base

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**Safer, more sustainable and
productive through collaboration.**

Kalmar Mobile Solutions today

Brand

People

Operational footprint

Premium products

Extensive service

Regional leadership

Customer data insight



Kalmar Mobile Solutions in 2023

Global diversified organisation leading technology & supply chain transformation by being closely connected to our customers and suppliers.

We Collaborate 2 Win!

Our strategic focus areas

-  Technology leadership
-  World class supply chain
-  Customer centricity
-  Collaborative culture

Kalmar Mobile Solutions strategy 2020-2023

Safer, more sustainable and productive through collaboration.

Brand

People

Operational footprint

Premium products

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Technology leadership



World class supply chain



Customer centricity



Collaborative culture

Global diversified organization leading technology & supply chain transformation by being closely connected to our customers and suppliers.

We Collaborate 2 Win!

Our strategic focus areas



World class supply chain

Make supply chain a competitive advantage by cutting the delivery times.



Technology leadership

Speed up our digitalisation, electrification and automation journey.



Customer centricity

Get intimate with the customers on all levels of the organisation.



Collaborate to win

Build and nurture a culture of collaboration with colleagues, customers and partners.

Contents

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Technology leadership

Digitalised and connected equipment and services.

Fully electric offering by 2021.

Modular automation platform for all equipment.



The future is digital.

Customer needs



Real-time
operations decisions



Service & operations
outsourcing



Safety &
Sustainability

Digitalisation achievements

- › Kalmar Insight
- › Kalmar Service Pulse
- › Kalmar Klick
- › MyKalmar concept
- › Bromma SMS
- › Kalmar MyParts
- › Data analytics: Usage & predictive maintenance
- › Eco Reachstacker
- › Performance Fuel Guarantee

The Kalmar Eco Reachstacker

The Kalmar Eco Reachstacker has reduced global emissions by

5,909,397
kilos of CO₂

With nearly 200 Eco Reachstackers in operation, our customers are benefitting from significant reductions in both fuel costs and emissions.

Customer sites:

Australia	France	Romania
Austria	Germany	Slovenia
Belgium	Indonesia	Spain
Bulgaria	Italy	Sweden
China	Japan	The Netherlands
Denmark	New Zealand	Turkey
Finland	Norway	UK

The future is electric.

The world is moving to fossil free powered solutions for sustainability

- › Climate Change
- › Legislation, regulations, incentives
- › Technology improvements
- › New supplier base
- › Material Handling industry



We have accelerated our electrification journey

- 1980** Kalmar introduces its first electric forklift
- 2001** First electric spreader
- 2007** First electric STS spreader
- 2016** First Kalmar Li-Ion forklift
- 2017** Medium lead acid forklift
- 2018** Ottawa Terminal Tractor
- 2019** Electric Empty Handler
- 2019** Medium Li-Ion Forklift





Fully electric offering by 2021.



2020

- › Introduce Kalmar T2e outside North America
- › Ottawa T2 DC Fast Charge
- › Electric Solutions Training Modules

2021

- › Battery as a Service
- › Introduce Electric Heavy Forklift
- › Introduce Electric Reachstacker
- › Introduce Electric Heavy Terminal Tractor

Contents

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The future is automated.

Automation achievements



Segment
Prestudies



Site
Simulations



Market
Scans



Technology
Partnerships



A red Kalmár truck with a crane is lifting a white DB Schenker trailer. The truck is positioned in a yard with other containers and buildings in the background. The crane is extended upwards, holding the trailer by its front end. The DB Schenker logo is visible on the side of the trailer.

Robotics as an opportunity

AUTOMATED SOLUTION

ROBOTICS FUNCTIONALITY

Digitalisation • Autonomous • Electrification

KALMAR EQUIPMENT

Towards new business models



**Simultaneous
engineering**



**Optimised
solution**



**Faster return
on capital**



**Increased
uptime**



**Replacement
upgrade**

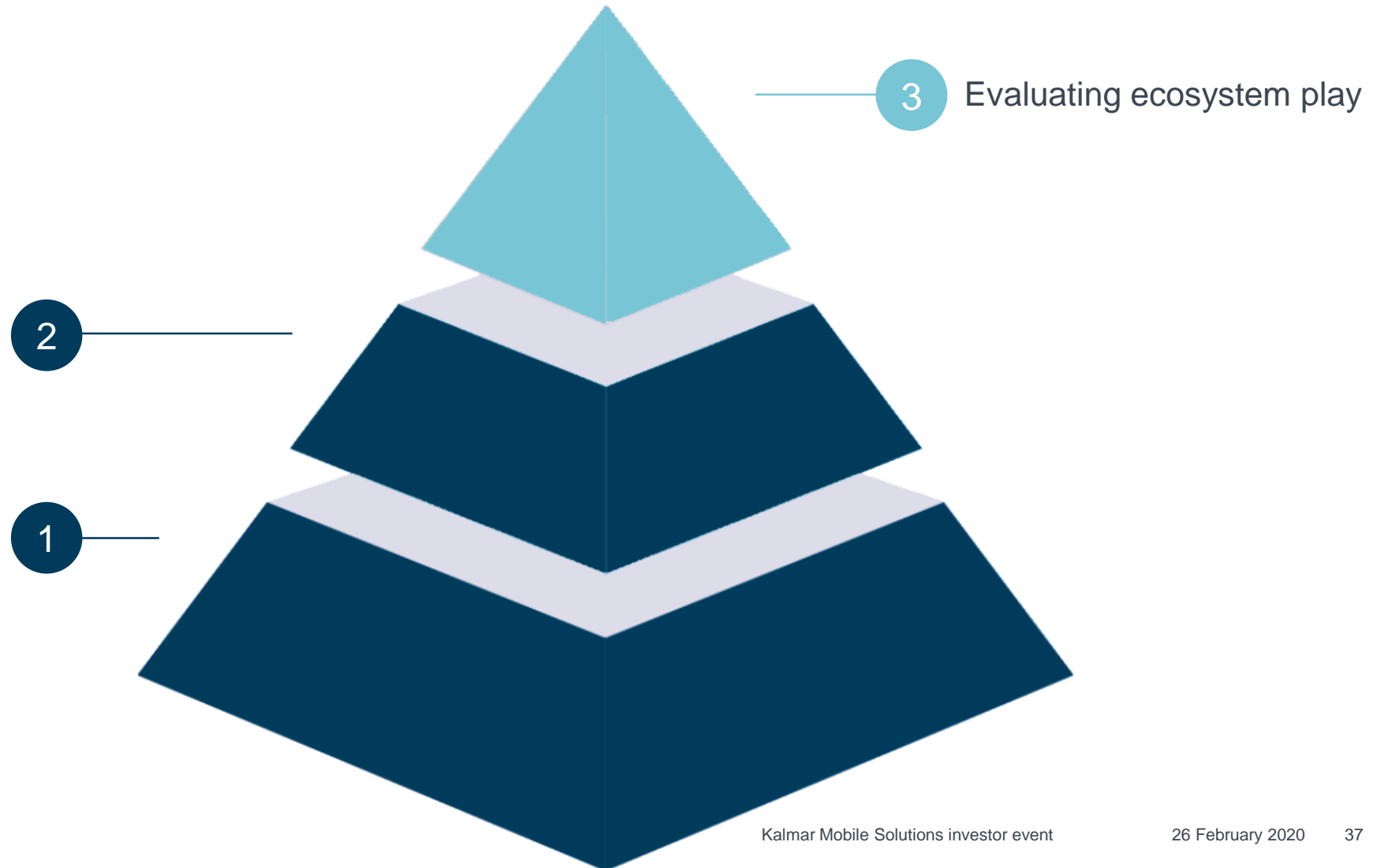
A digital life of the customer

Committed to become the leader in intelligent cargo handling – evaluating future options for value creation

Increased focus on intelligent solutions and system level optimisation.

Availability and performance-based solutions and services
Advanced robotics

Continuous development of equipment, spare parts and maintenance services



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Kalmar Mobile Solutions has an essential role in stable revenue generation

Service business

Service business continues to grow

Demand driven by replacement cycle

Growing installed base with average equipment lifetime of 6-8 years

Spare part capture rates

Further potential to increase capture rates

Distribution segment is growing

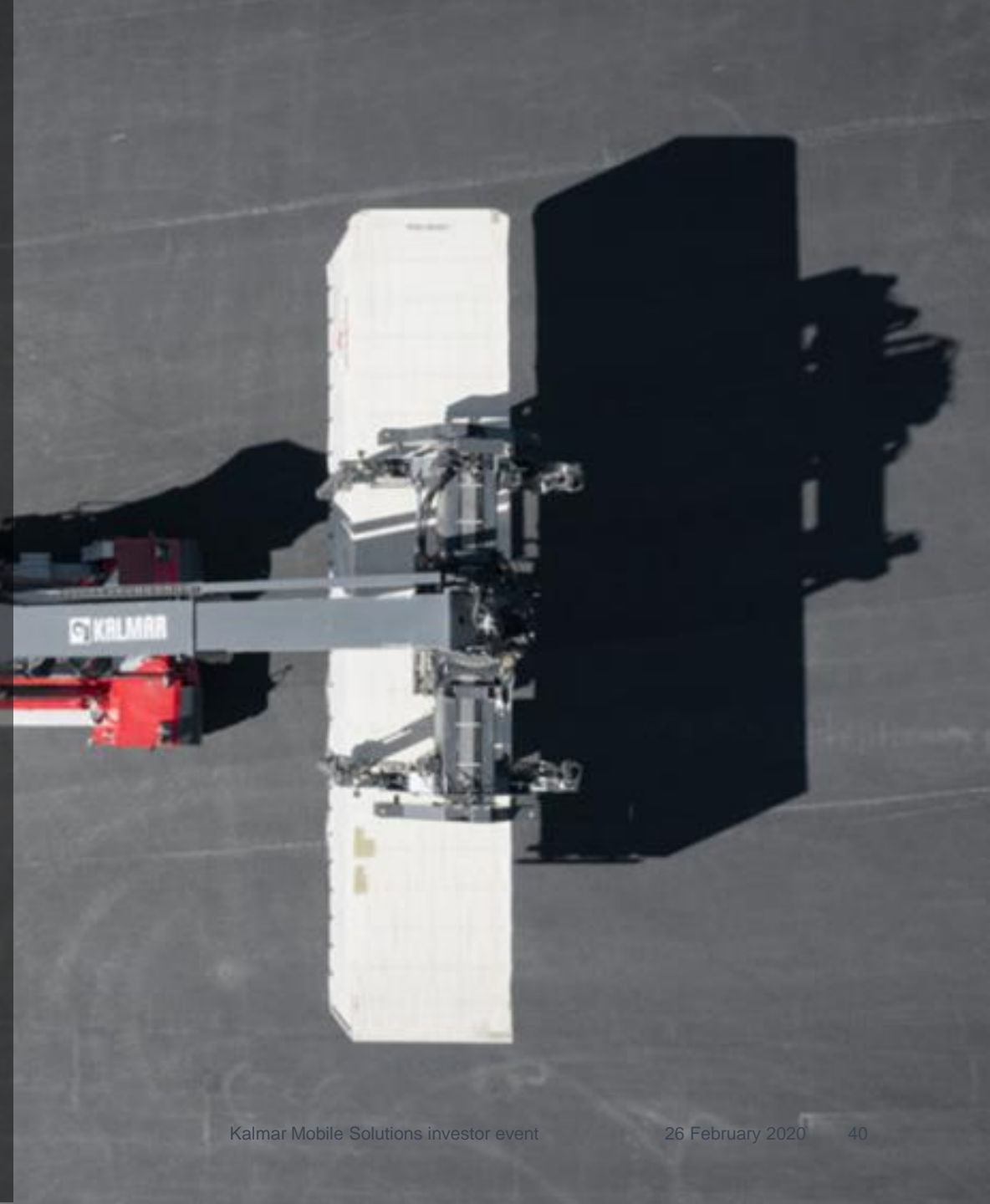
Increasing e-commerce, especially in the US

New potential revenue models

Introduction of subscription based revenue model

SUMMARY:

- › Strong, innovative brand delivering the best customer experience
- › Seamless collaboration with customers, colleagues and suppliers
- › Supply chain to become our competitive edge
- › Fully electric and automated offering as a key growth opportunity
- › Strong and comprehensive service business stabilising the cyclicity
- › Customers' trusted partner





**Safer, more sustainable and
productive through collaboration.**

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.

