

Cargotec Q1 pre-silent call

Refocusing for higher financial performance through sustainability and growth

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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.

Solid starting point for 2022 despite prevailing uncertainties

Positives

- Strong market in all businesses led to record high orders received in 2021 and strong order book
- High utilisation of connected equipment continues
- Multiple price increases implemented in 2021, expected to be gradually visible in P&L from Q2/22 onwards
- 2021 was record year for service business and for Hiab
- Gearing at 27%

Challenges

- Covid-19 continues to pose challenges
- Supply chain challenges limiting sales and profitability growth
- Material and logistic cost inflation started putting pressure on margins in 2021
- Only one port automation order received in 2021


Cargotec has limited direct exposure to Russia and Ukraine

Exposure

- Sales to Russia in 2021 <1% and to Ukraine <1%
- No assembly operations
- Roughly 50 employees in Russia, no employees in Ukraine
- Limited number of suppliers in the countries, some of our suppliers get some of the steel from Ukraine
- Indirect exposure through inflation and supply and logistics challenges and economic uncertainty

Actions

- All sales to Russia and Belarus stopped until further notice
- Russian operations operating independently
- Continuous monitoring of the situation
- Engaging with suppliers to secure volumes and looking for alternative suppliers
- Further price increases



Refocusing for higher financial performance through sustainability and growth in profitable core businesses

Our strategic direction remains the same...

PURPOSE

SMARTER CARGO FLOW FOR A BETTER EVERYDAY

VISION

Global Leader in Sustainable Cargo Flow

BREAKTHROUGH OBJECTIVES

Sustainability

Profitable Growth

CONCRETE TARGET

Reduce 1 million tonnes of CO₂ equivalent by 2024

WHERE TO WIN

Grow in core and adjacent businesses & markets

Solve customer challenges in climate change and sustainability

Invest in industry innovation and transformation

Expand lifecycle services

HOW WE MEASURE

Financial performance

Absolute CO2 reduction

Share of sales of eco-offering

Leadership index

Customer satisfaction scores

...but we plan to further focus our business

ACCELERATE **HIAB**
GROWTH

FOCUS **KALMAR**
TOWARDS MOBILE
SOLUTIONS

EVALUATE
STRATEGIC
OPTIONS FOR
MACGREGOR

These profitable core businesses represent 80% of the current group



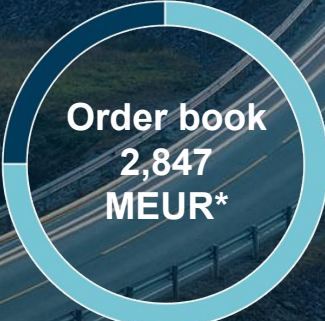
Sales **EUR 1,250 million**
Comparable operating profit: **13.3%**
Order book: **EUR 985 million**



Sales: **EUR 1,365 million**
Comparable operating profit: **10.1%**
Order book: **EUR 1,151 million**



Sales
3,315
MEUR*



Order book
2,847
MEUR*



Sales **EUR 553 million**
Comparable operating profit: **-2.7%**
Order book: **EUR 560 million**



Sales: **EUR 97 million**
Comparable operating profit: **-20.8%**
Order book: **EUR 151 million**

Going forward – planned actions within next 12 months

Initiate strategic evaluation of MacGregor business

Plan to exit heavy cranes business in Kalmar

Plan review of operational model to support refocused group


Prioritise capital allocation on:

Accelerating
M&A
pipeline

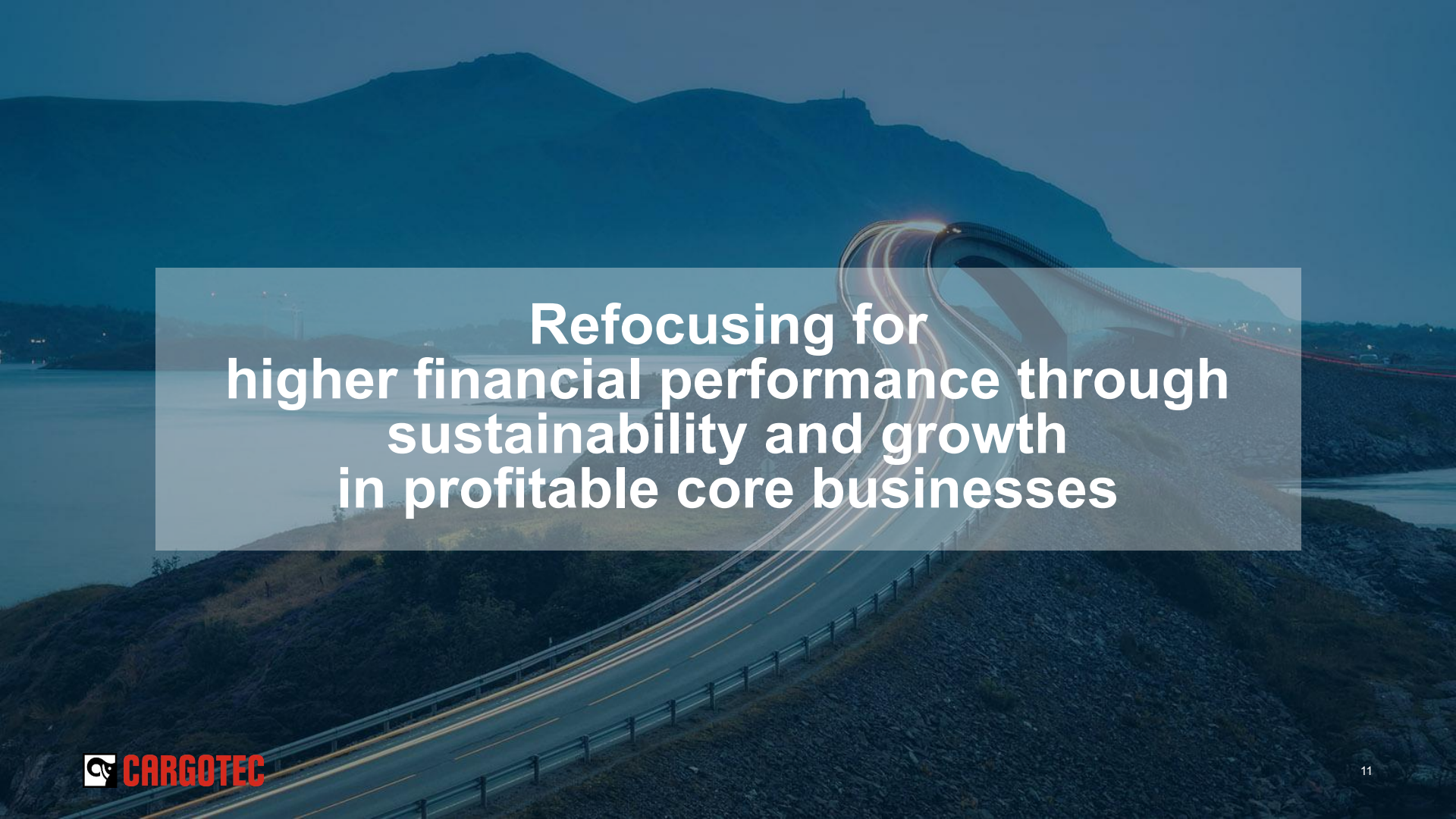
Continuing R&D
investments in
Electrification, Robotics
and Digitalisation

Maintaining strong focus
on Mission Climate
actions

Outlook for 2022 remains unchanged

Cargotec estimates
2022 comparable
operating profit 
to improve
compared to 2021
(EUR 232 million)





**Refocusing for
higher financial performance through
sustainability and growth
in profitable core businesses**