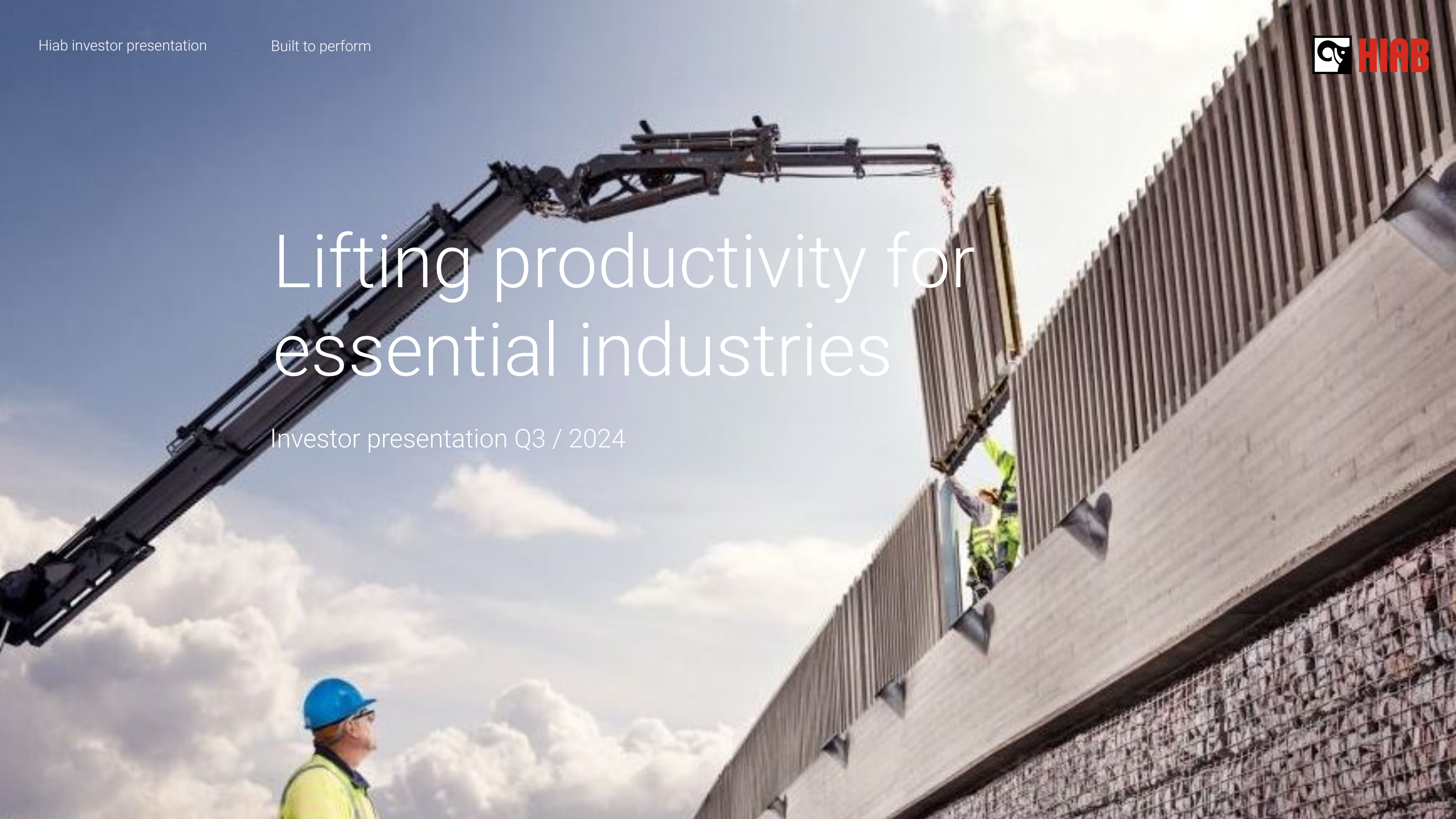


# Lifting productivity for essential industries

Investor presentation Q3 / 2024



# Content

- 01 Introduction to Hiab
- 02 Investment highlights
- 03 Best-in-class financial profile with further value creation potential
- 04 Appendix



# 01 Introduction to Hiab

**BUILT TO  
PERFORM**



Hiab **lifts and delivers everyday goods** that are **essential** to daily lives.

Everyday goods are lifted and delivered in large quantities and volumes – customers are willing to prioritise investments for lifting **productivity, safety and sustainability**

Serving **essential** industries drives **consistent and resilient growth** in line with human development

# Global load handling specialist with a compelling financial profile

## 2023 Key Facts

Sales  
**1,787 EURM**

10YR Sales CAGR  
**+7.8%**

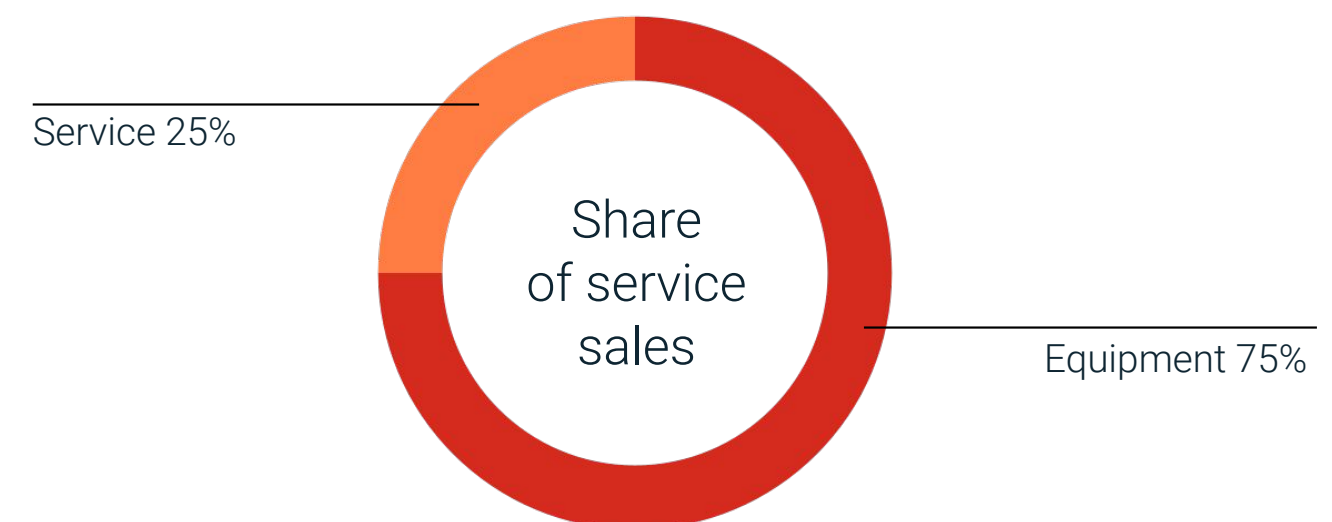
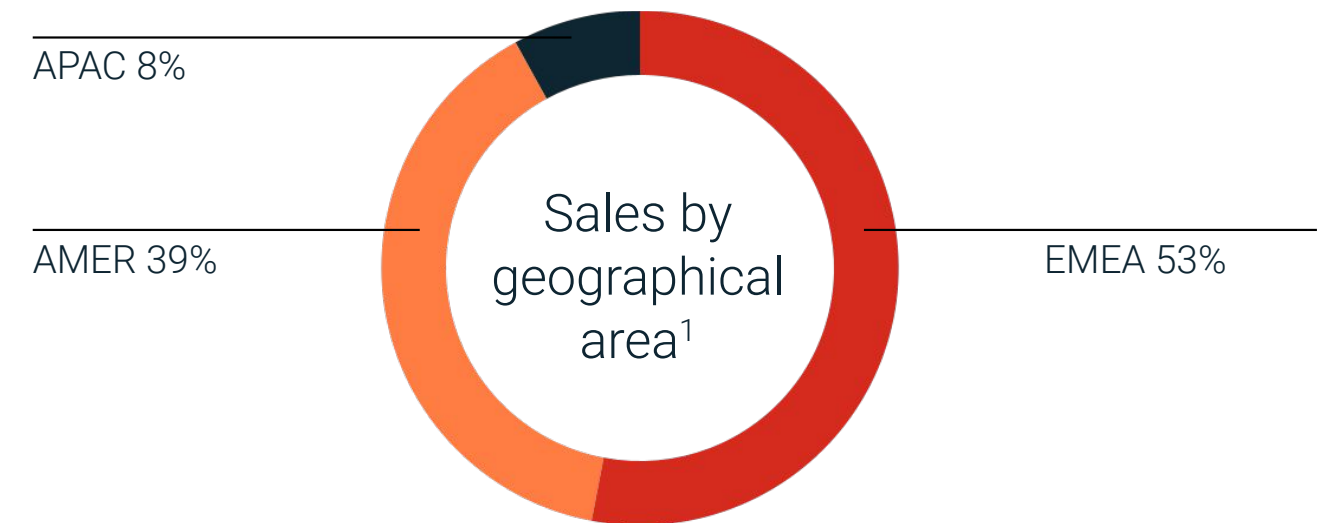
Comparable operating profit / margin  
**252 EURM / 14.1%**

Return on operating capital  
**30.7%**

Service locations  
**>3,000**

Employees <sup>1</sup>  
**+3,800**

**#1 OR #2 POSITION IN ALL SEGMENTS**



<sup>1</sup> Number of employees at the end of FY23



# Understanding specialised needs in essential industries



Retail & last mile



Waste & Recycling



Defence logistics



Infrastructure



Construction



Special logistics



Wind



Forestry



Agriculture



Rail

Resilience from diversity in customer industries

Similar yet specialised needs per end-market

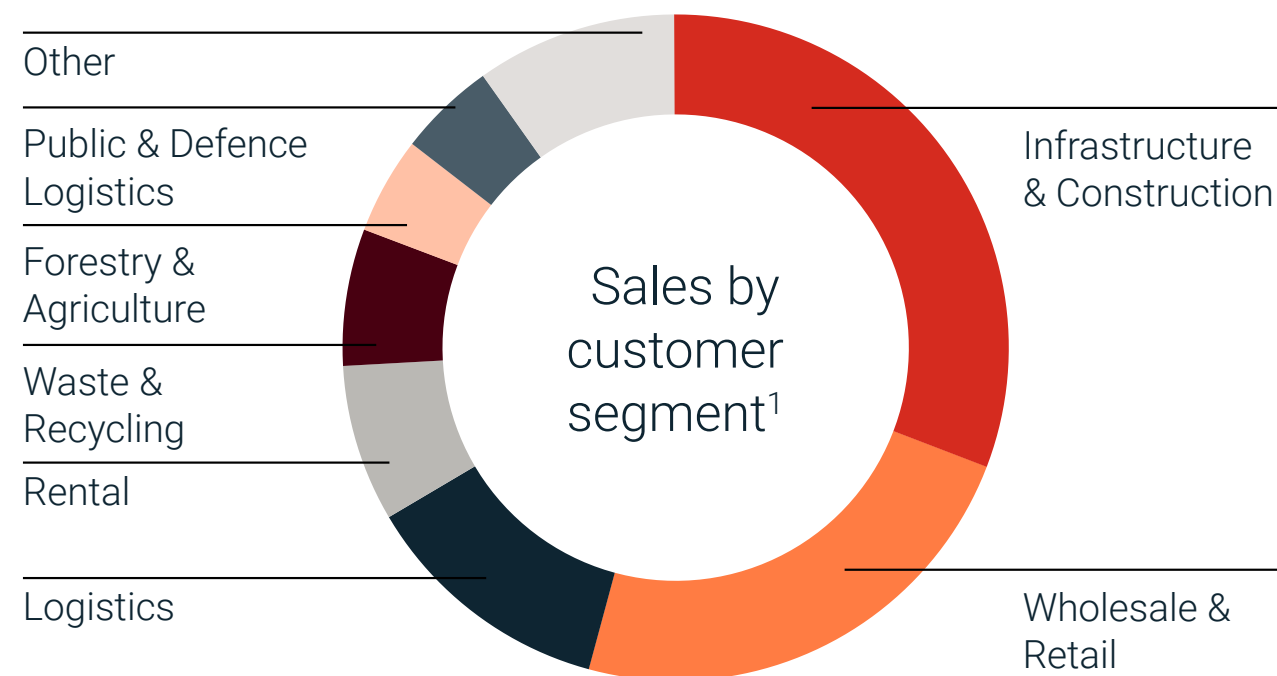
High barriers to entry due to niche end-markets

Gradual penetration to new industries through use-case expansion

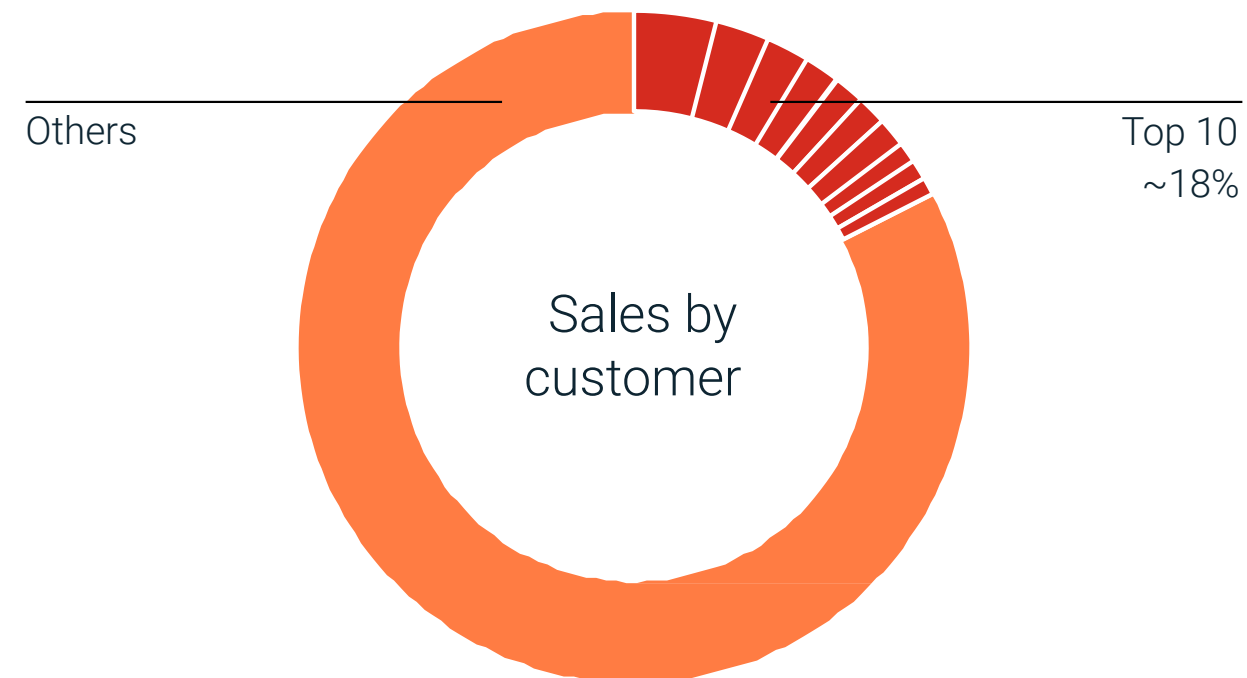


# Serving a diverse customer base with multiple customer types

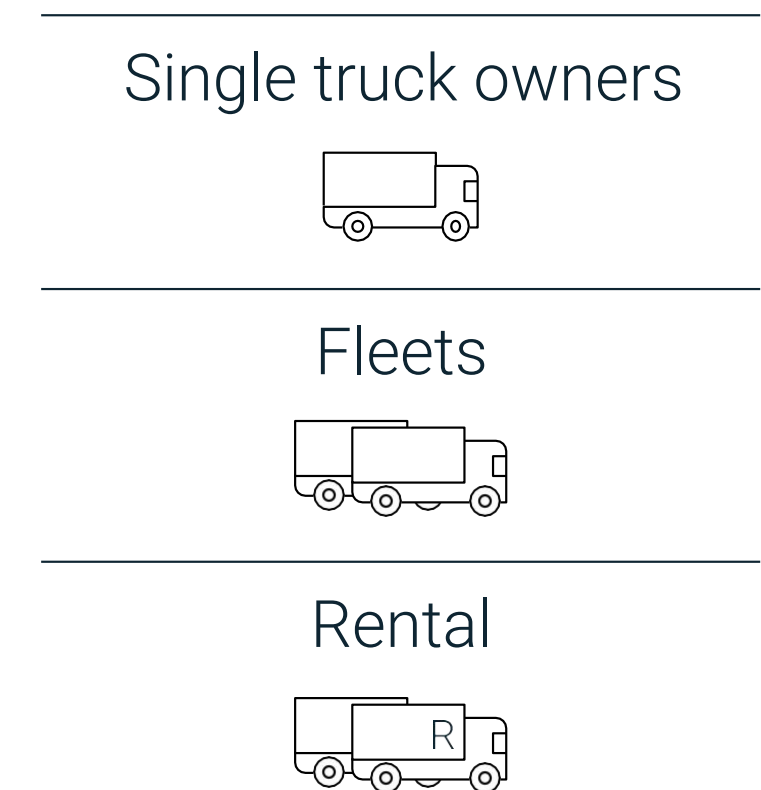
A diverse customer base



... with low concentration...



... and multiple customer types

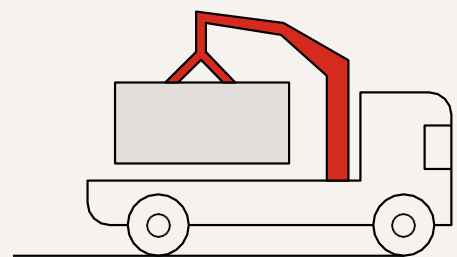


NPS from **20** to **35** in the last 5 years

<sup>1</sup> Management estimate

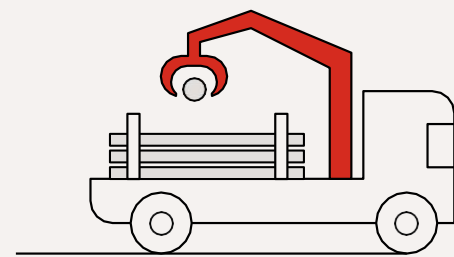
# Hiab offers lifting and delivery solutions through an extensive portfolio of brands covering all types of applications

Loader cranes



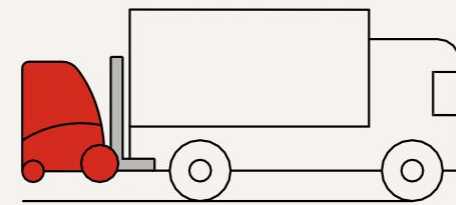
**HIAB ARGOS EFFER**

Forestry & recycling cranes



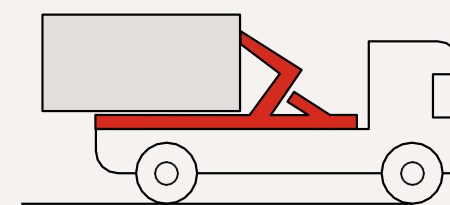
**JONSERED LOGLIFT**

Truck mounted forklifts



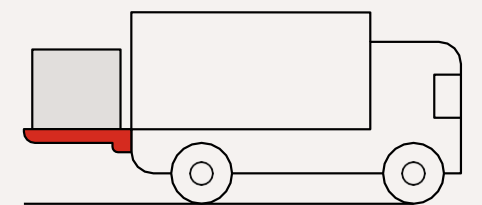
**MOFFETT PRINCETON**

Demountables



**MULTILIFT GALFAB**

Tail lifts

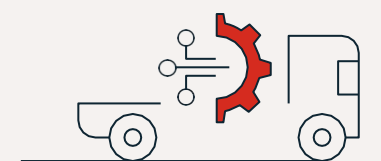


**ZEPRO WALTCO DEL**

Services

Complete offering ranging from installation, spare and wear parts to life-cycle solutions from Hiab brands

**HIPERFORM**





# Market-leading innovation with brands that have defined history

Built on a track record of firsts

## “I WANT A...”



---

**Invented** the hydraulic crane that revolutionised load handling



---

**Invented** the truck mounted forklift



---

**Invented** the cabin for forest cranes and the folding forestry crane



# We are the market leader in Eco products

helping customers reach their sustainability goals



## Electric Moffetts

The first electric truck mounted forklifts in the world



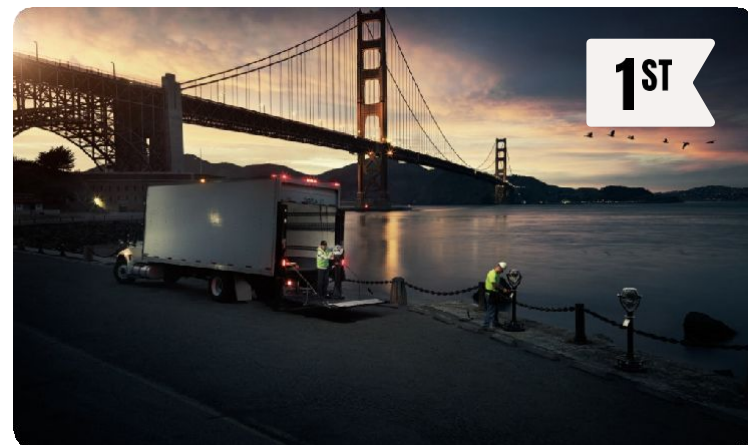
## ePTO

Enabling crane operation without running truck engine



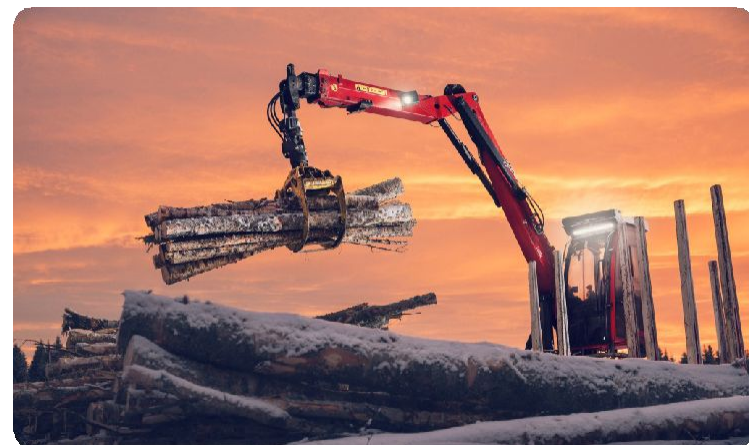
## Variable Hydraulic Pumps

Reducing operation emissions by 24% CO2 emission



## Solar Charging

The first carbon-free tail lift operation



## Refurbished equipment

Circular economy – extending the life cycle for equipment



## HiSkill

First with VR zero emission operator training

Eco Portfolio in % of total sales (2023)

**30%**

CO2 intensity<sup>1</sup> (22 vs. 23)

**-15%**

<sup>1</sup> CO2 intensity in sales, Scopes 1,2 & 3



# Asset-light footprint with global reach

**3000**

Sales and service locations

**100**

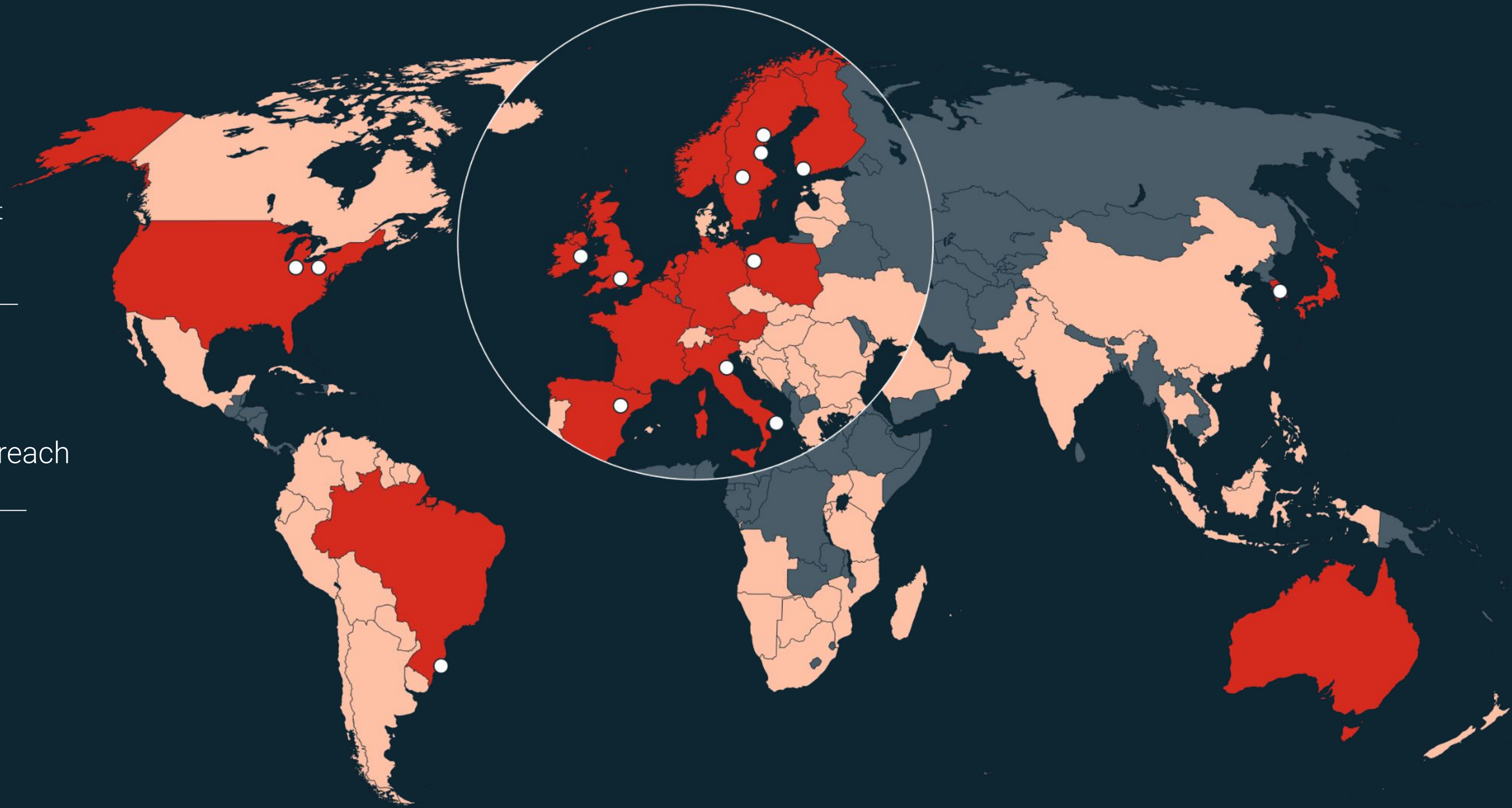
Countries with delivery footprint

## Direct and indirect sales and service

Direct sales combined with strong partner network (~60% of sales) enabling tailored density and global reach

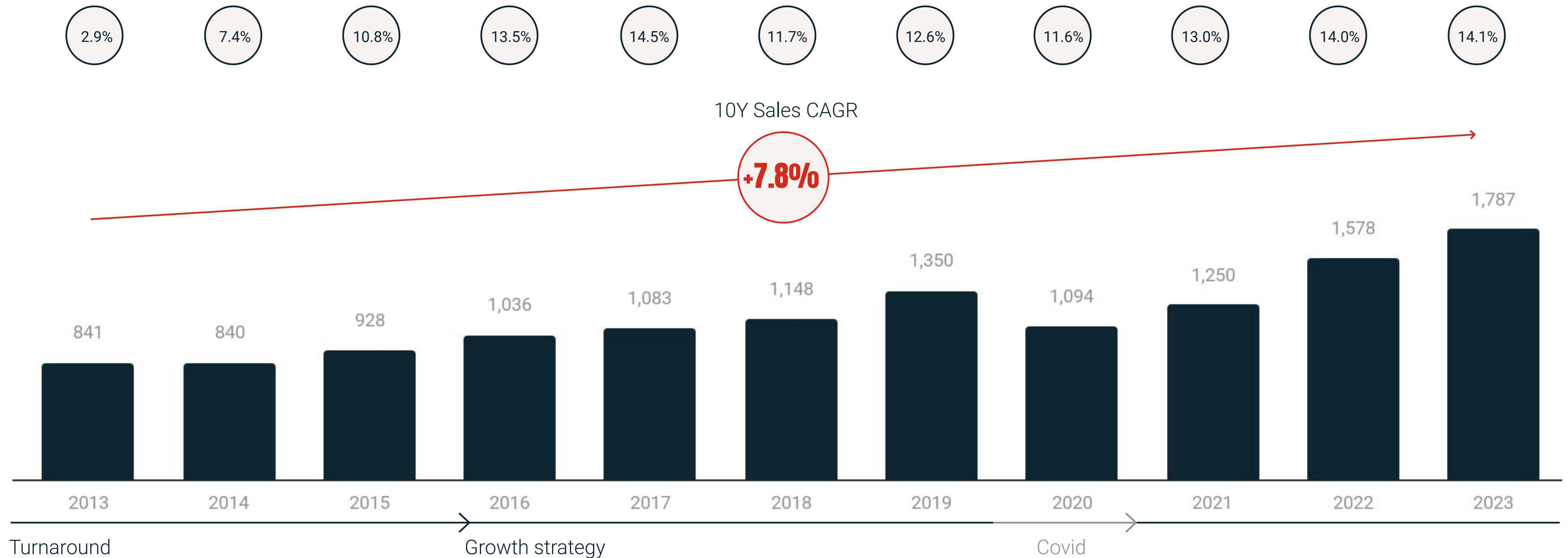
## Asset-light supply chain

Own production in key markets in Europe and the US





# Strong track record of delivering profitable growth of CAGR >7% 2013–2023



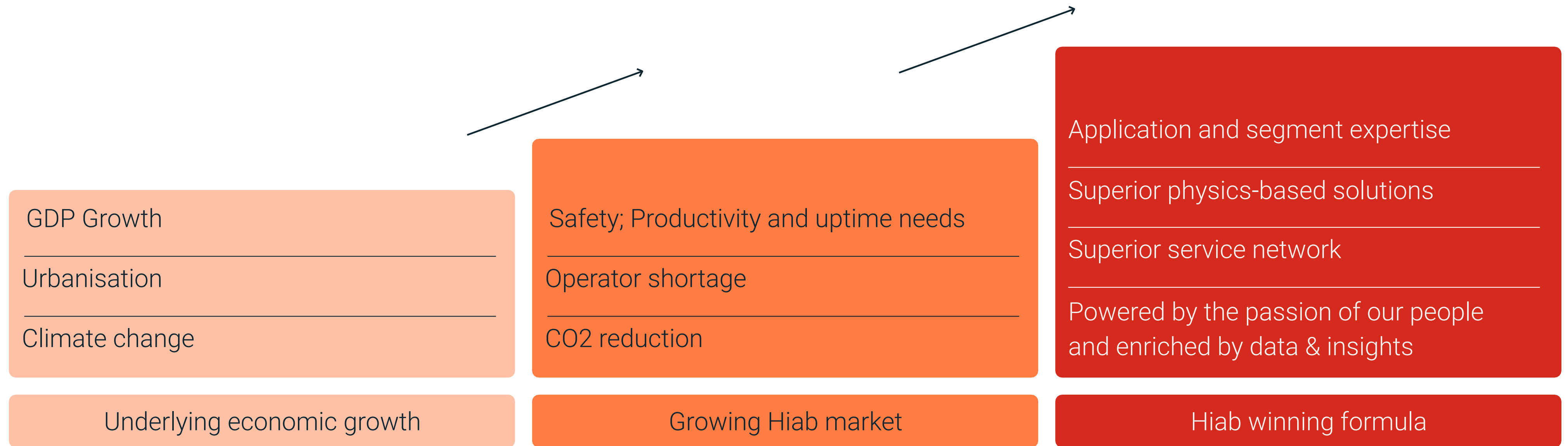
Source: Cargotec reported financials for Hiab business area 2013-2023

■ Net sales, MEUR

○ Comparable operating profit, %



# Structural market trends and winning formula supporting growth



<sup>1</sup> Management estimate



# Our winning formula for lifting productivity for our customers

## POWERED BY THE PASSION OF OUR PEOPLE

### DEEP UNDERSTANDING CUSTOMERS, OPERATORS AND APPLICATION NEEDS

Maximising tons moved  
with more lifts per day



### INNOVATE SOLUTIONS ENABLING SUPERIOR PHYSICS-BASED OUTCOMES

Better reliability  
Higher productivity  
Easiest to operate  
Most precise movement



### SUPERIOR SERVICE CAPABILITIES & GLOBAL COVERAGE

Maximised uptime  
Remote monitoring  
Insight from connected units

## ENRICHED BY DATA & INSIGHTS



# 02 Investment highlights





# Key investment highlights

---

#1 or #2 Position  
in all segments

**1** Leading market positions in growing  
and attractive essential industries

---

Positioned to  
grow faster than  
the market

**2** Set to grow through continued innovation and  
focused segment strategy

**3** Geared to expand leading position in growing  
North American market

**4** Further leveraging of sizable installed base and  
connectivity to accelerate Services growth

---

Profitability  
upside

**5** Operating model enabling incremental efficiency  
improvement

---

Sustainable  
value creation

**6** Best-in-class financial profile with further value  
creation potential through M&A





# 1 We are the leader in the markets where we choose to operate

Our broad portfolio of best-in-class lifting solutions allows us to maintain market leadership

| PORTFOLIO          | Loader Cranes  | Forestry & Recycling Cranes | Truck Mounted Forklifts | Demountables         | Tail Lifts   | Services   |
|--------------------|--|-----------------------------|-------------------------|----------------------|--|--|
| GLOBAL POSITION    | <p><b>#1</b><br/>Medium &amp; Super Heavy</p> <p><b>#2</b><br/>Light &amp; Heavy</p> | <p><b>#2</b></p>            | <p><b>#1</b></p>        | <p><b>#1</b></p>     | <p><b>#1</b><br/>In Nordics</p> <p><b>#2</b><br/>In US</p> | <p><b>&gt;45%</b><br/>Spare parts capture rate</p> |
| MARKET SIZE (2023) | <p><b>~€1,500M</b></p>   | <p><b>~€600M</b></p>        | <p><b>~€400M</b></p>    | <p><b>~€800M</b></p> | <p><b>~€1,200M</b></p>                                     | <p><b>350k units</b></p>                           |

We benefit from operating in fragmented niche markets

# 2 Enhanced focus on key segments globally

## Waste & Recycling



## Defense Logistics



## Retail & Last Mile



## Construction



### DEMAND DRIVERS

- Urbanisation
- Productivity requirements
- Sustainability challenges

- Geopolitical uncertainty
- Productivity requirements
- Autonomous technologies

- Growing e-commerce
- Sustainability challenges
- Increased payload

- Safety requirements
- Energy & efficiency trends
- Ease of use

### KEY ENABLERS

Application specific **innovations** driven by understanding our **customers**, operators and load needs

**Doubling our R&D investments** to continue to shape the industry

Targeted **value selling program** using fact based data and tools



# 3 Geared to expand our leading position in North America



Where we stand

**€650M**  
In sales

**>800**  
Employees

**>800**  
Service locations

**#1-2**  
Positions  
in key products

How we will win in North America

**01**  
Expand through  
**Commercial Excellence**

- Accelerate **value selling** of complete portfolio
- Grow **key account** customer base
- Drive **adoption of more productive solutions** (e.g. stiff boom and mobile crane conversion)

**02**  
Increase customer  
**proximity**

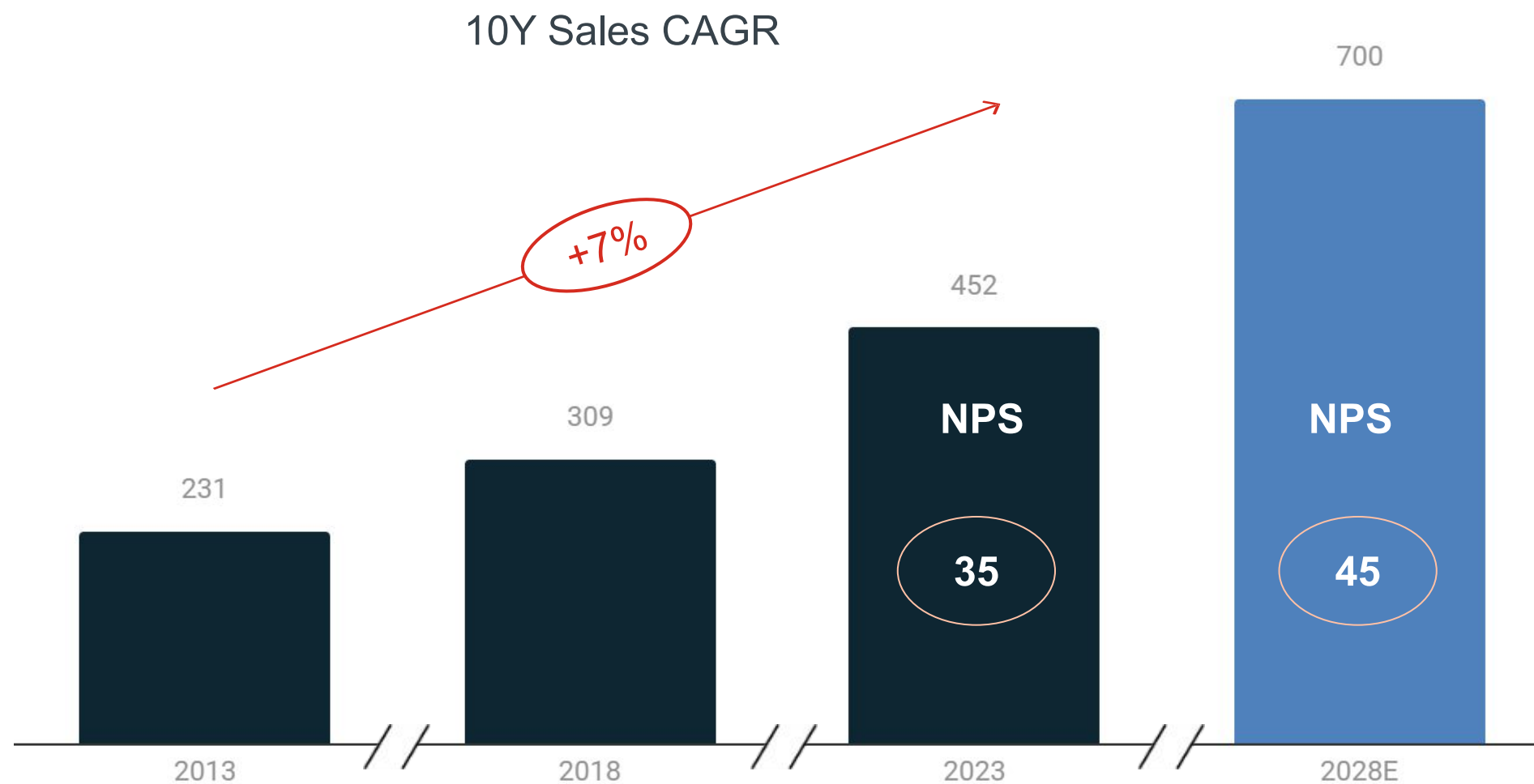
- Expanding direct and **partner networks**
- **Widen service location footprint**

**03**  
Leverage **local** design  
& manufacturing

- Best-in-class **delivery times**
- **Local R&D** tailored to local needs

# 4 Further leveraging of sizable installed base and connectivity to accelerate Services growth

## Strong track record of service sales growth



## Actions to increase aftermarket capture and grow services business

- 01**  
Installed base and customer growth  
Installed base of **+350k units**
- 02**  
Leveraging connected units and increase contract capture  
39,000 to **90,000** connect units by 2028  
16,500 to **50,000** ProCare contracts by 2028
- 03**  
Service network expansion  
**+3,000** service locations in 2024



# 5 Productivity gains unlocked through decentralised business model

Proven success stories

**DECENTRALISED  
OPERATING MODEL**

---

**Commercial Excellence**

- Customer engagement
- Value-selling tools
- Data-driven

---

**Sourcing Excellence**

- Supplier collaboration
- Leveraged spend
- Design to cost

---

**Manufacturing Excellence**

- Faster
- Flexible
- Efficient

**1.5%**  
OF SALES

Productivity gain  
per year for  
investments and  
profitability  
improvement

**Tail Lifts profitability  
transformation**

Driving best in class  
customer service

**Truck Mounted Forklifts  
transformation**

Outstanding E2E Sales  
realisation & cycle time  
reduction

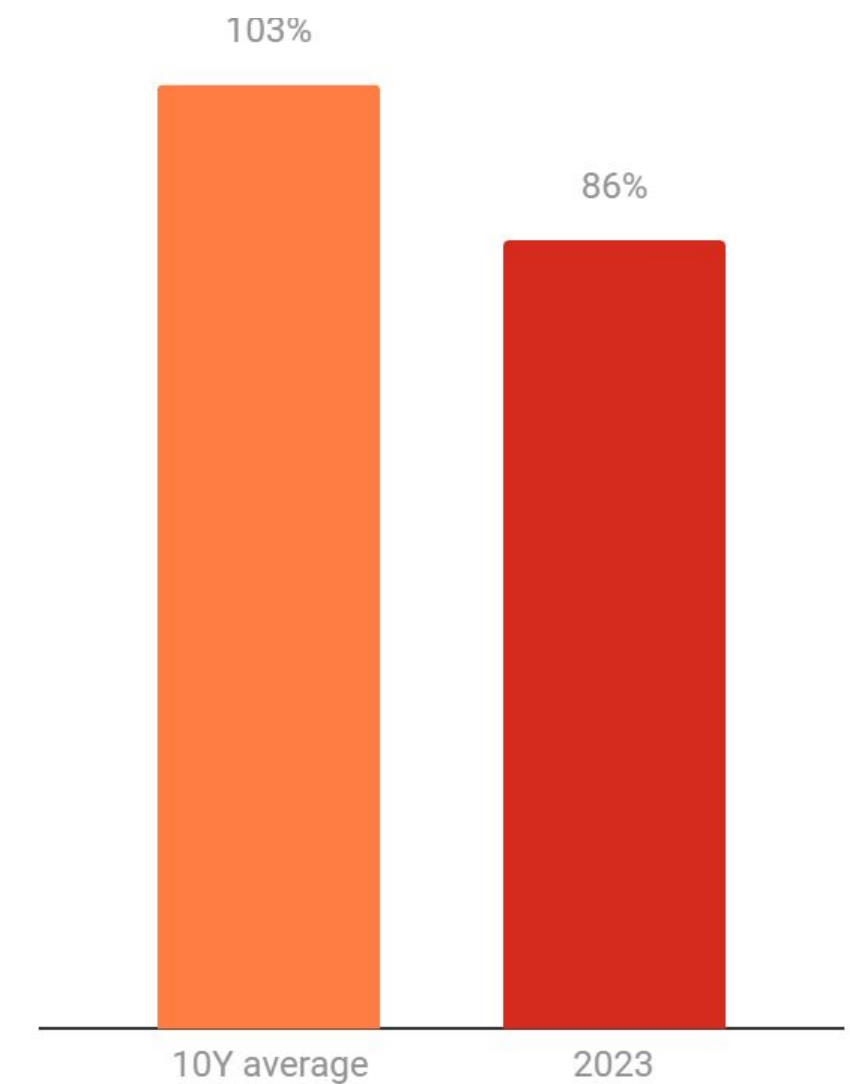
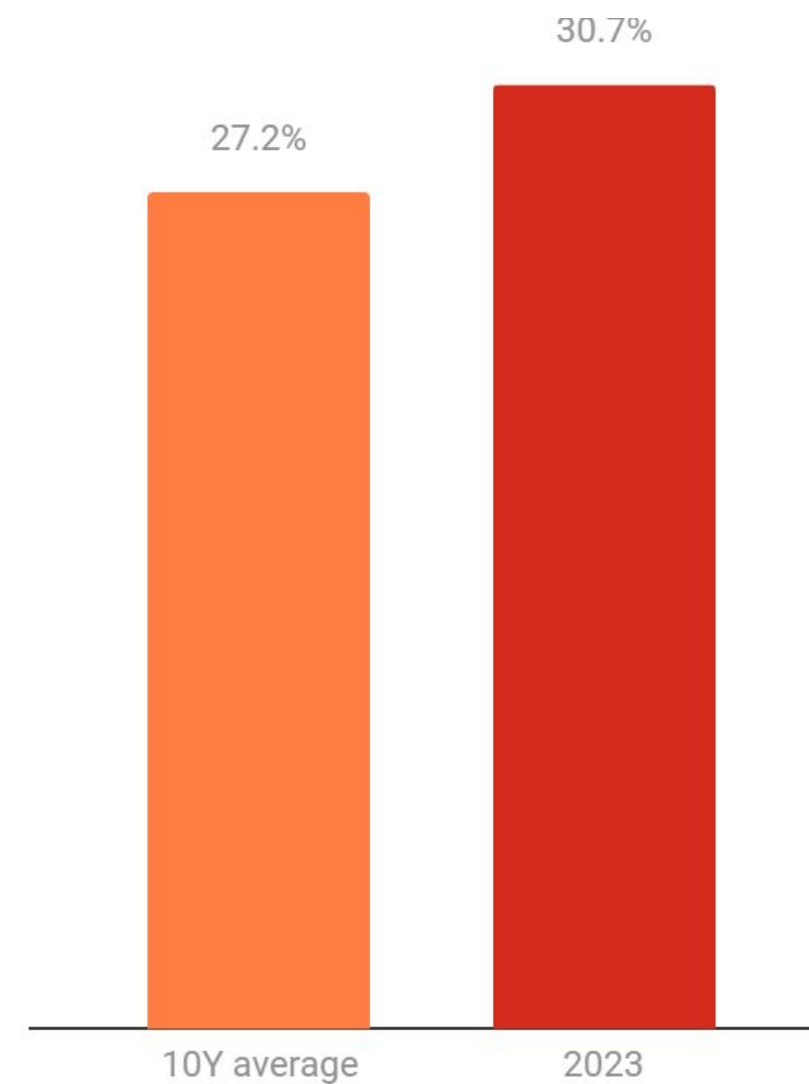
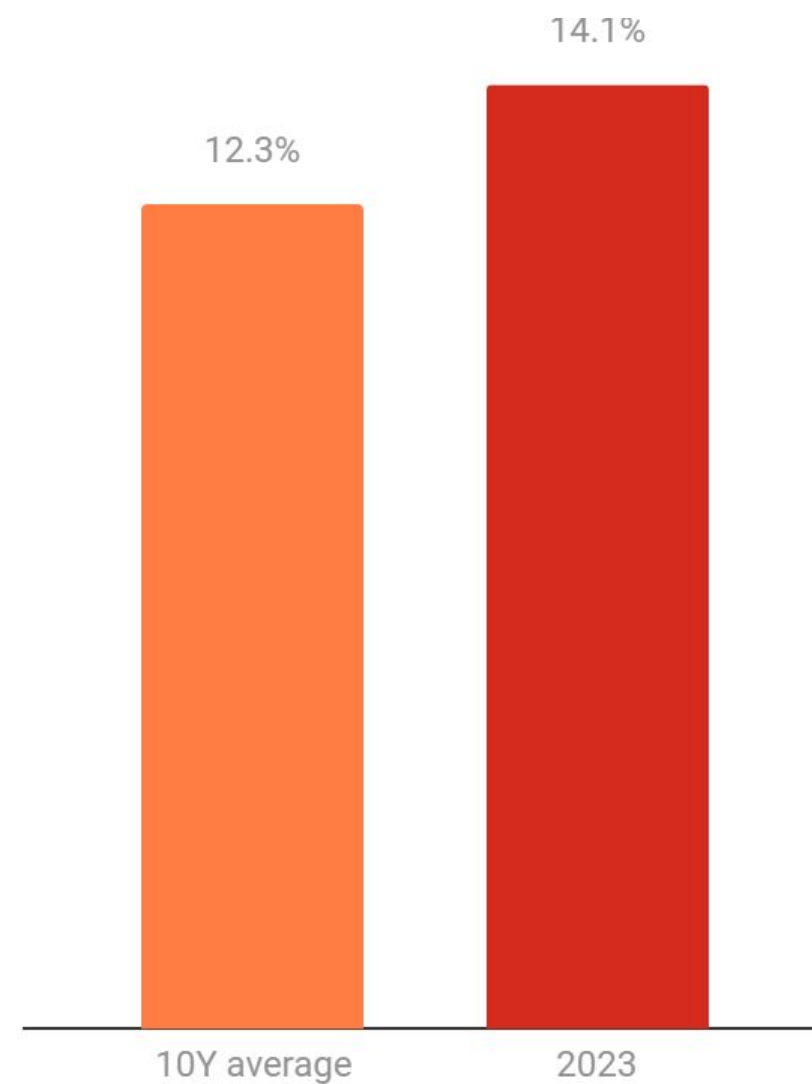
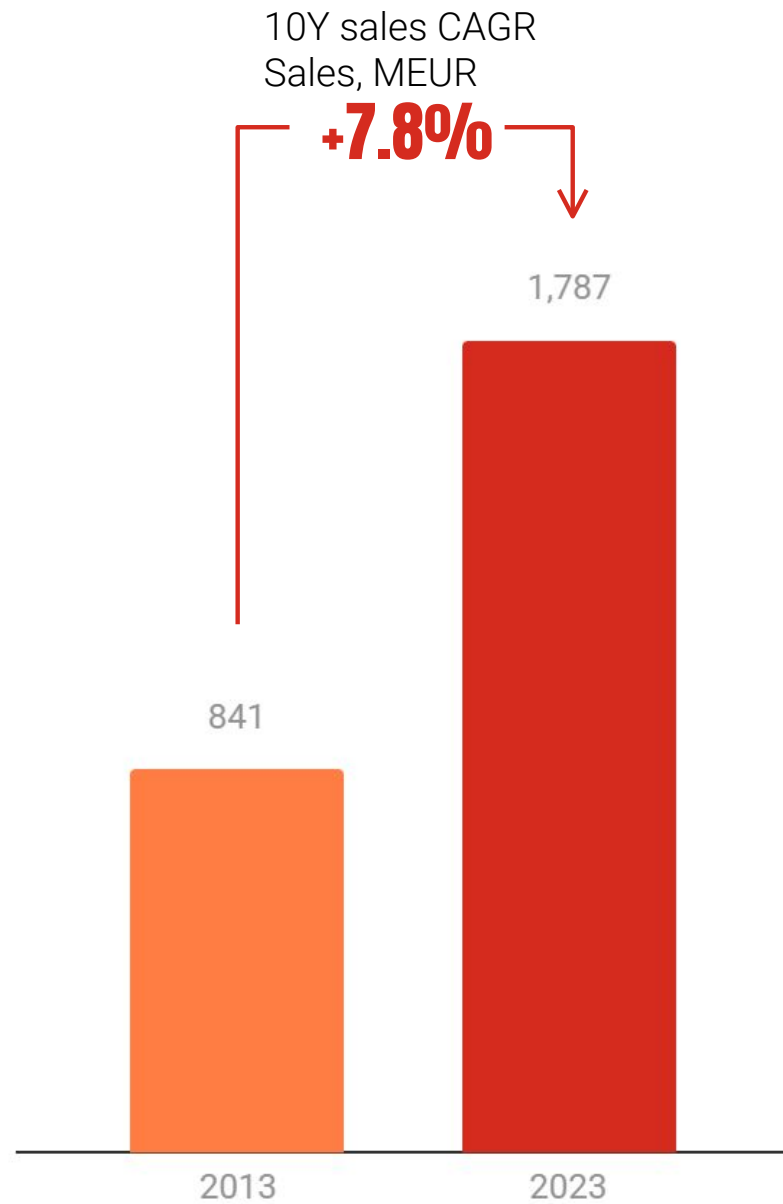
# 6 Strong track record of profitable growth

Sales growth

Comparable operating profit

ROCE<sup>1</sup>

Cash conversion<sup>2</sup>



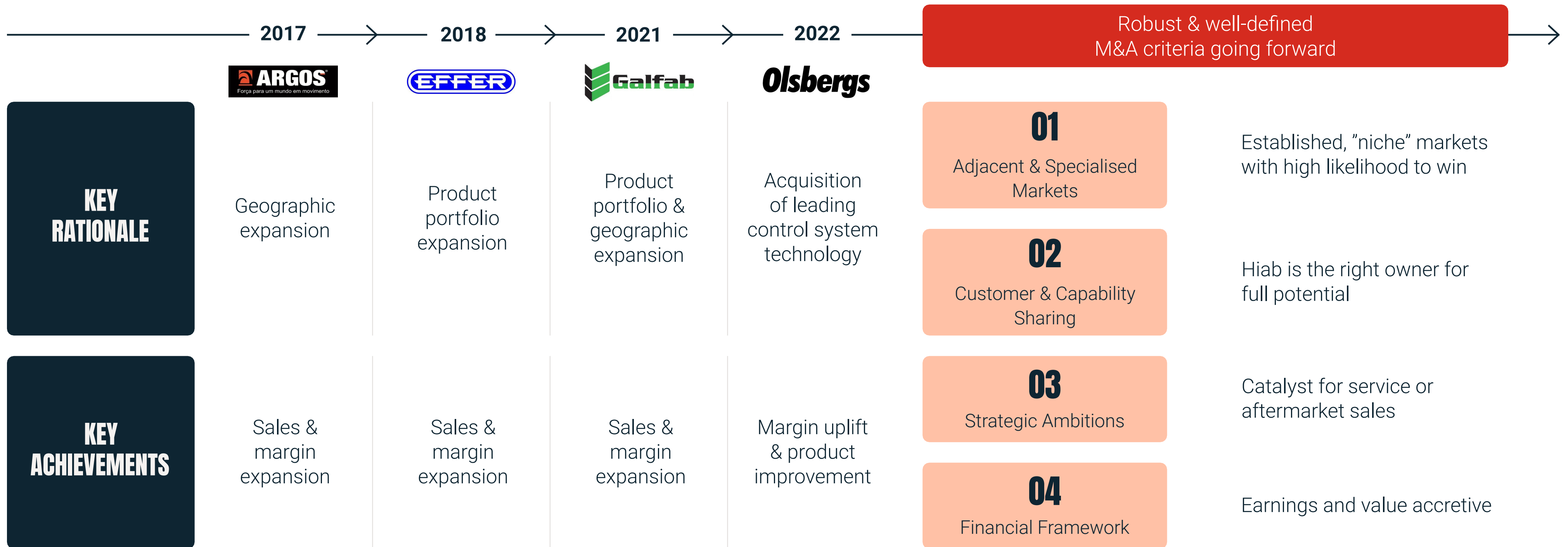
<sup>1</sup> Defined as Operating Profit / Operative Capital Employed.

<sup>2</sup> Defined as Operative Cash Flow / Operating Profit.



# 6 Hiab is well-positioned to accelerate value-creation through M&A

## Strong M&A Track Record





03

Best-in-class financial profile with further value creation potential





## Key targets to measure success by 2028

Sales CAGR<sup>1</sup>

**>7%**

Comparable  
Operating Profit<sup>2</sup>

**18%**

ROCE<sup>3</sup>

**>25%**

Sustainability

**SBTi**

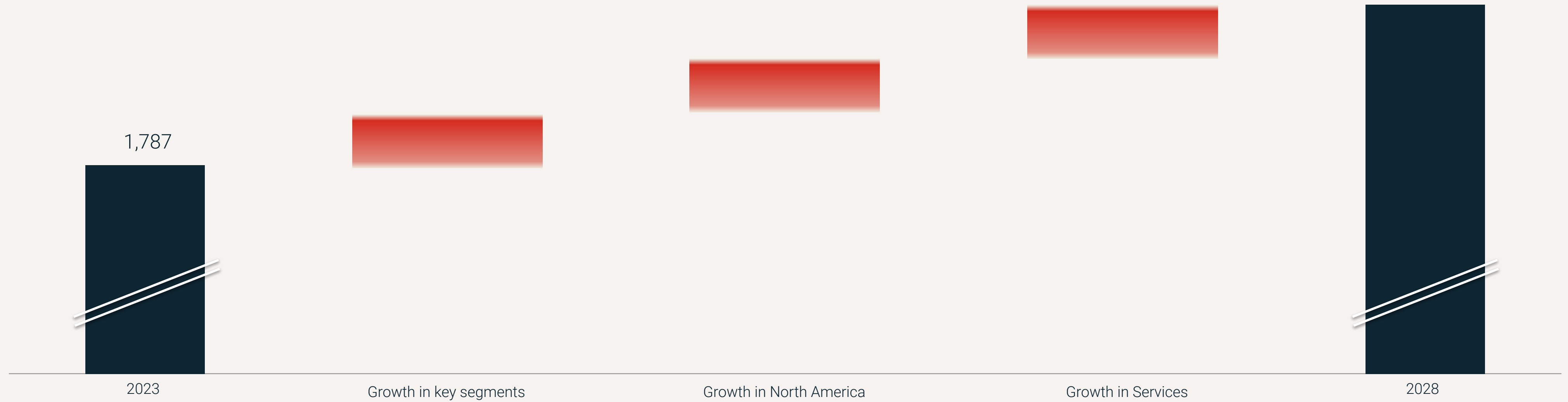
<sup>1</sup> Over the cycle

<sup>2</sup> As business area

<sup>3</sup> As business area, defined as (Operating Profit / Operative Capital Employed)

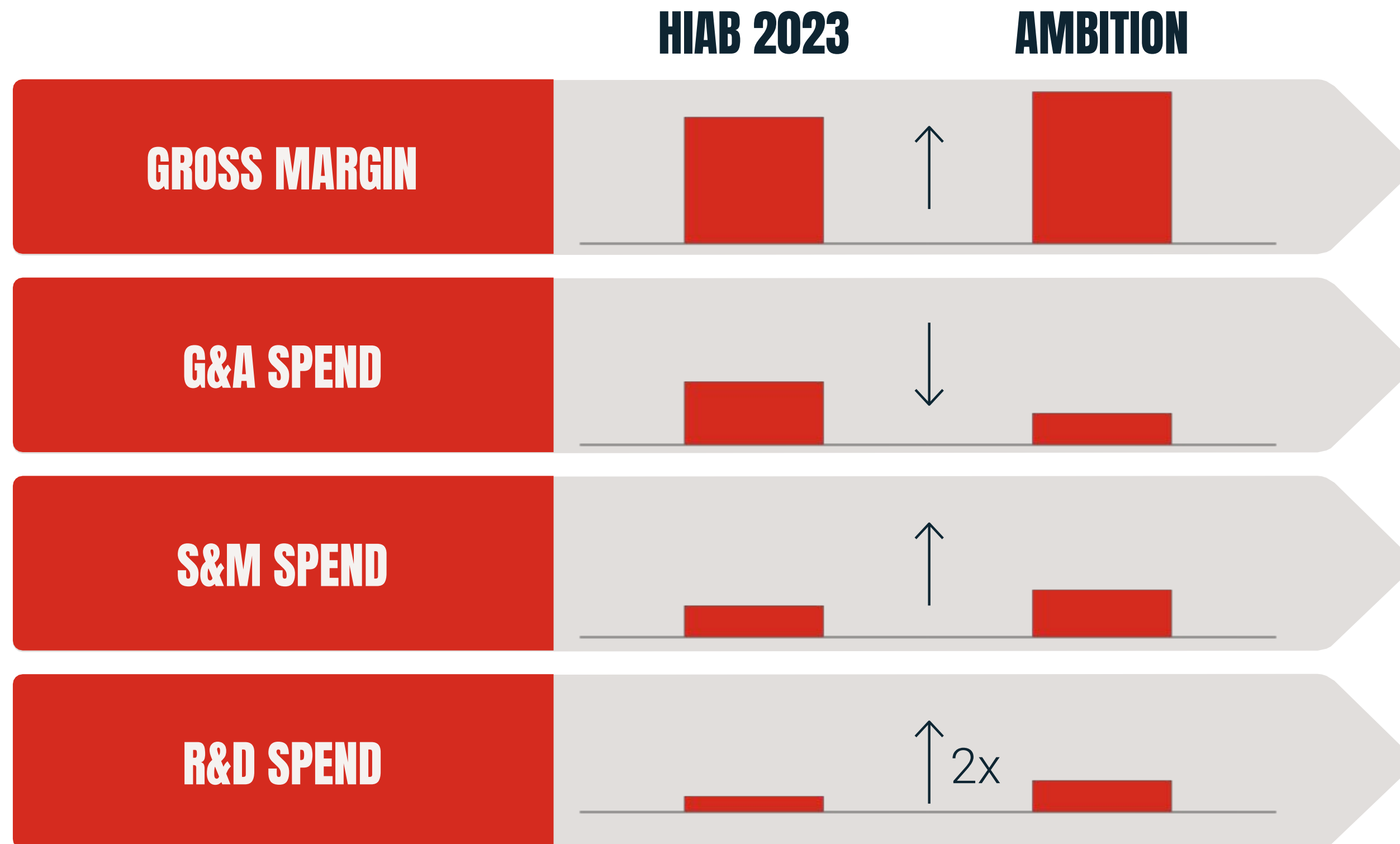
# Growth priorities to continue outperforming the market

Hiab sales bridge





# Operative & Commercial excellence to reallocate and optimize cost base



**Reduce** costs through design to cost, standardization, and portfolio management

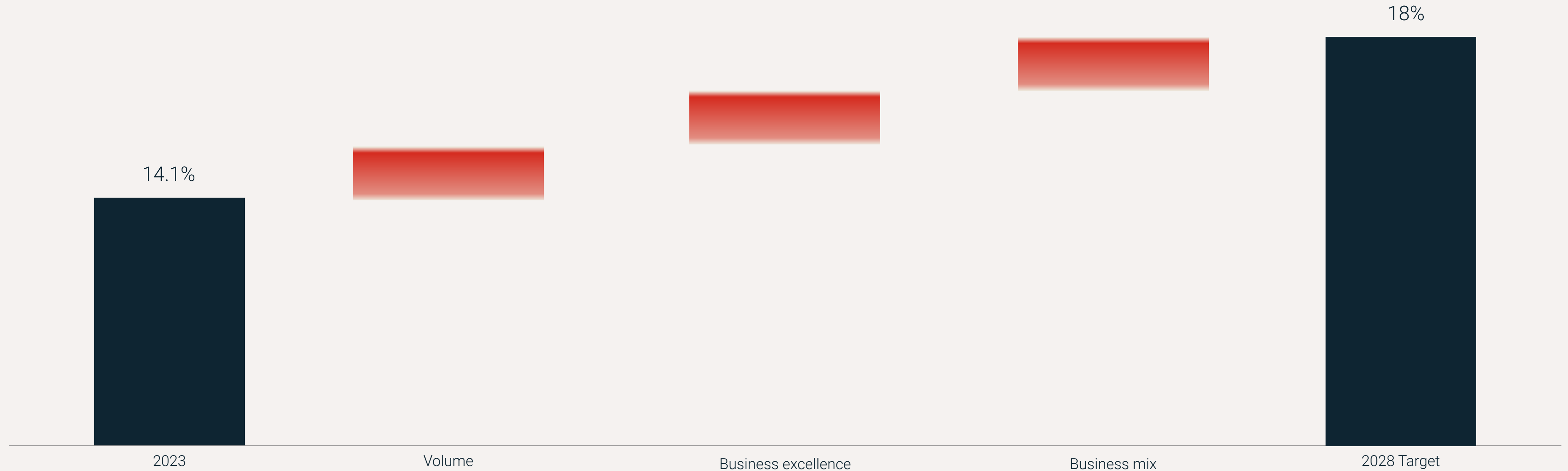
**Re-allocate cost** from Indirect and Administrative to S&M and R&D

**Invest in** Commercial excellence, services, digital, segment sales and marketing

**Double our spend** in R&D for customer-value driven game-changers for the future

# On track to deliver 18% margin in 2028

Hiab comparable operating profit margin bridge to 2028 target





# Key investment highlights

---

#1 or #2 Position in all segments

**1** Leading market positions in growing and attractive essential industries

---

Positioned to grow faster than the market

**2** Set to grow through continued innovation and focused segment strategy

**3** Geared to expand leading position in growing North American market

**4** Further leveraging of sizable installed base and connectivity to accelerate Services growth

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Profitability upside

**5** Operating model enabling incremental efficiency improvement

---

Sustainable value creation

**6** Best-in-class financial profile with further value creation potential through M&A





# 04 Appendix





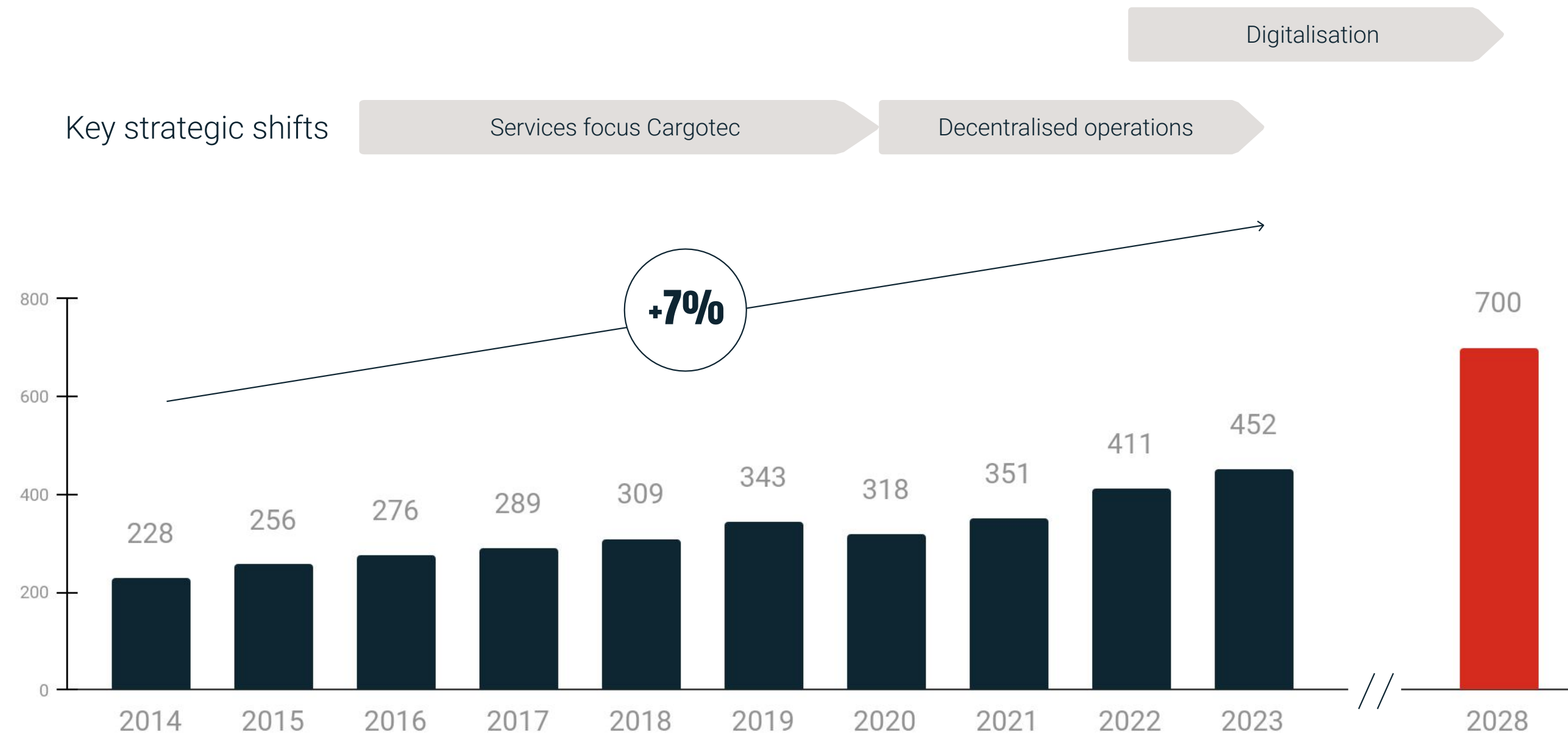
# A. Supplementary materials on Hiab



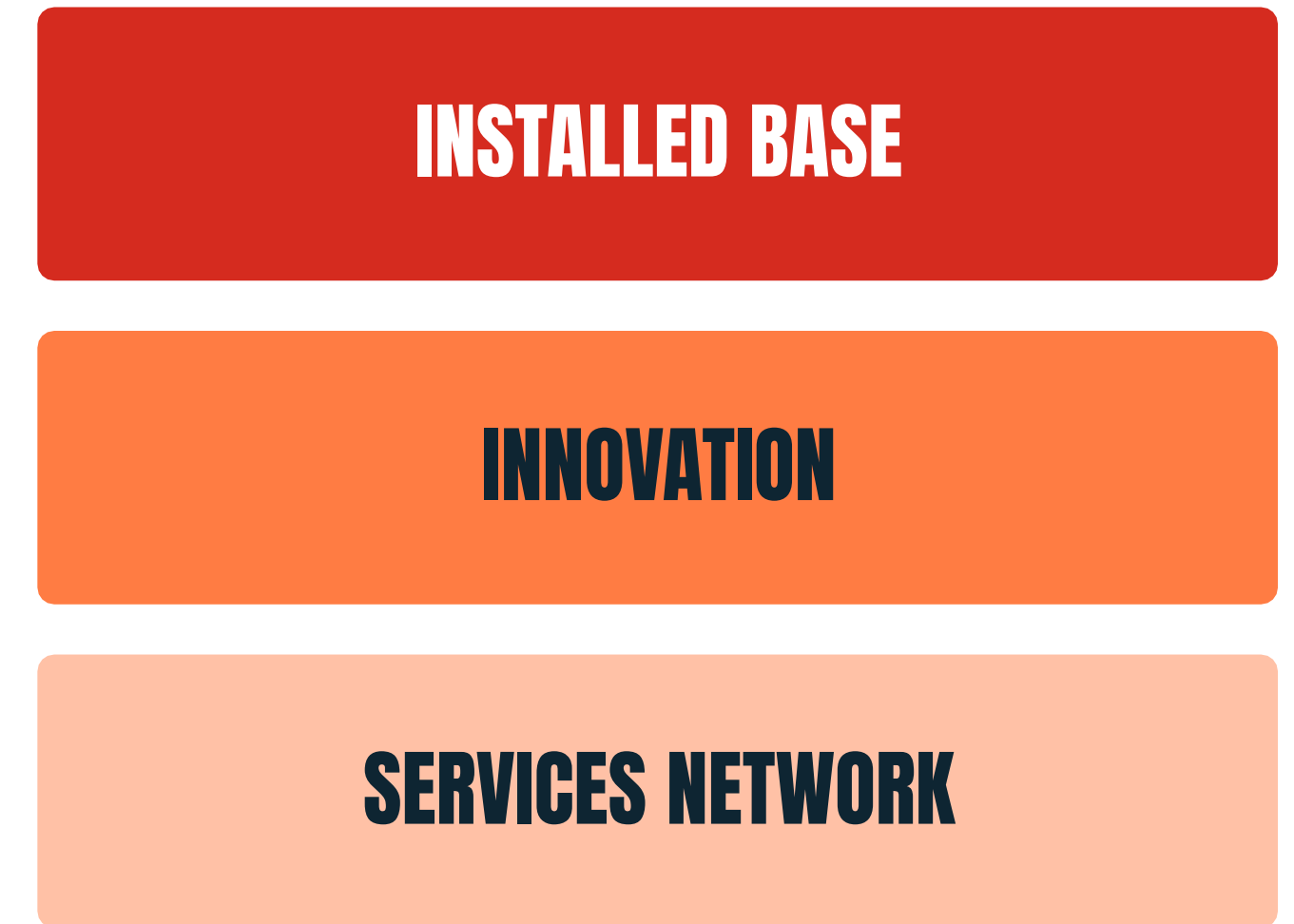


# Attractive and growing aftermarket business

Service sales 2013–2023



Growth levers



<sup>1</sup> AER FX rate, comparable portfolio mix over the periods

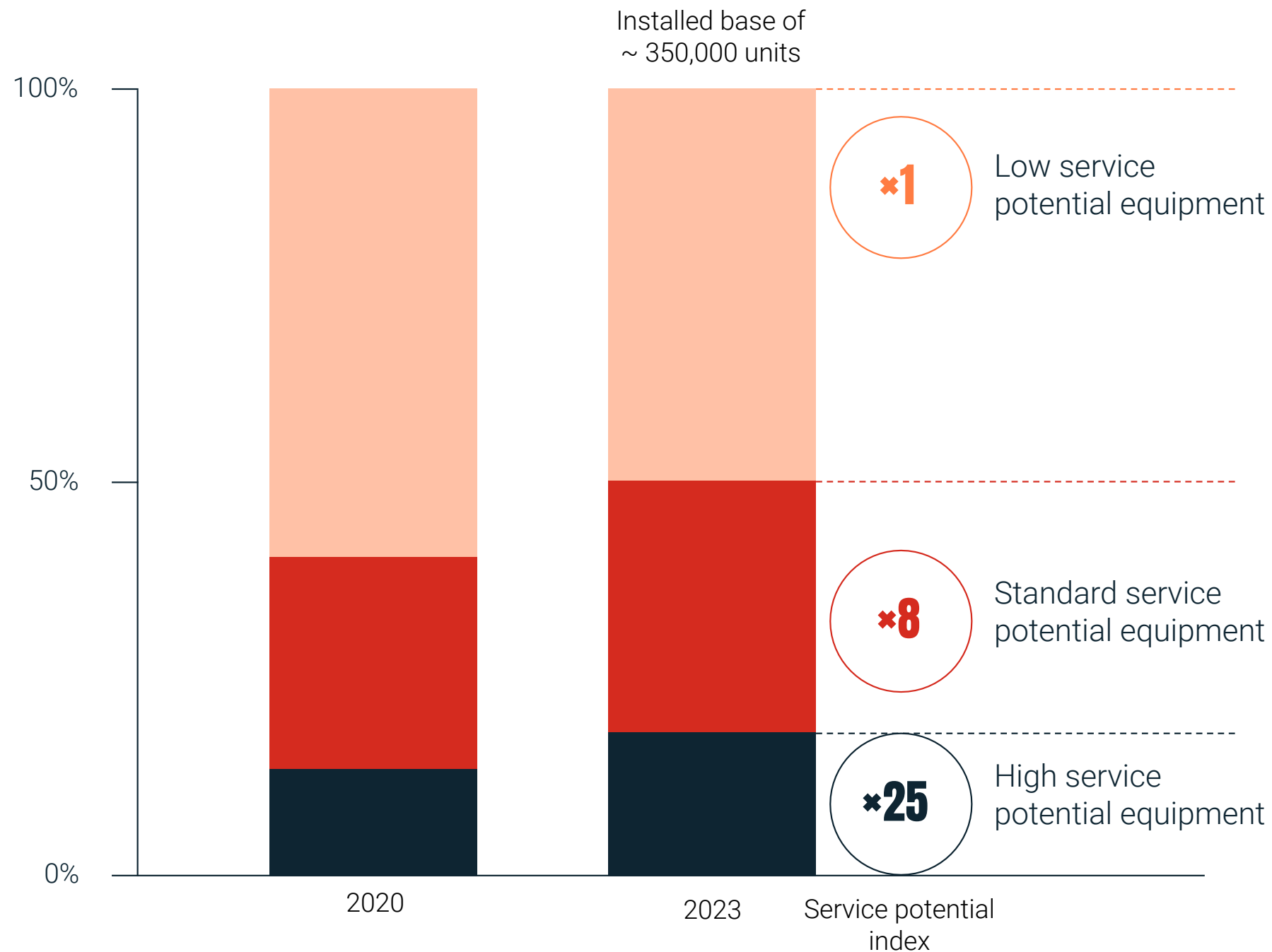
<sup>2</sup> CAGR Services to be above equipment sales over the macro cycles



# Hiab is uniquely positioned...

# ...to tap into the increasing potential of the growing installed base.

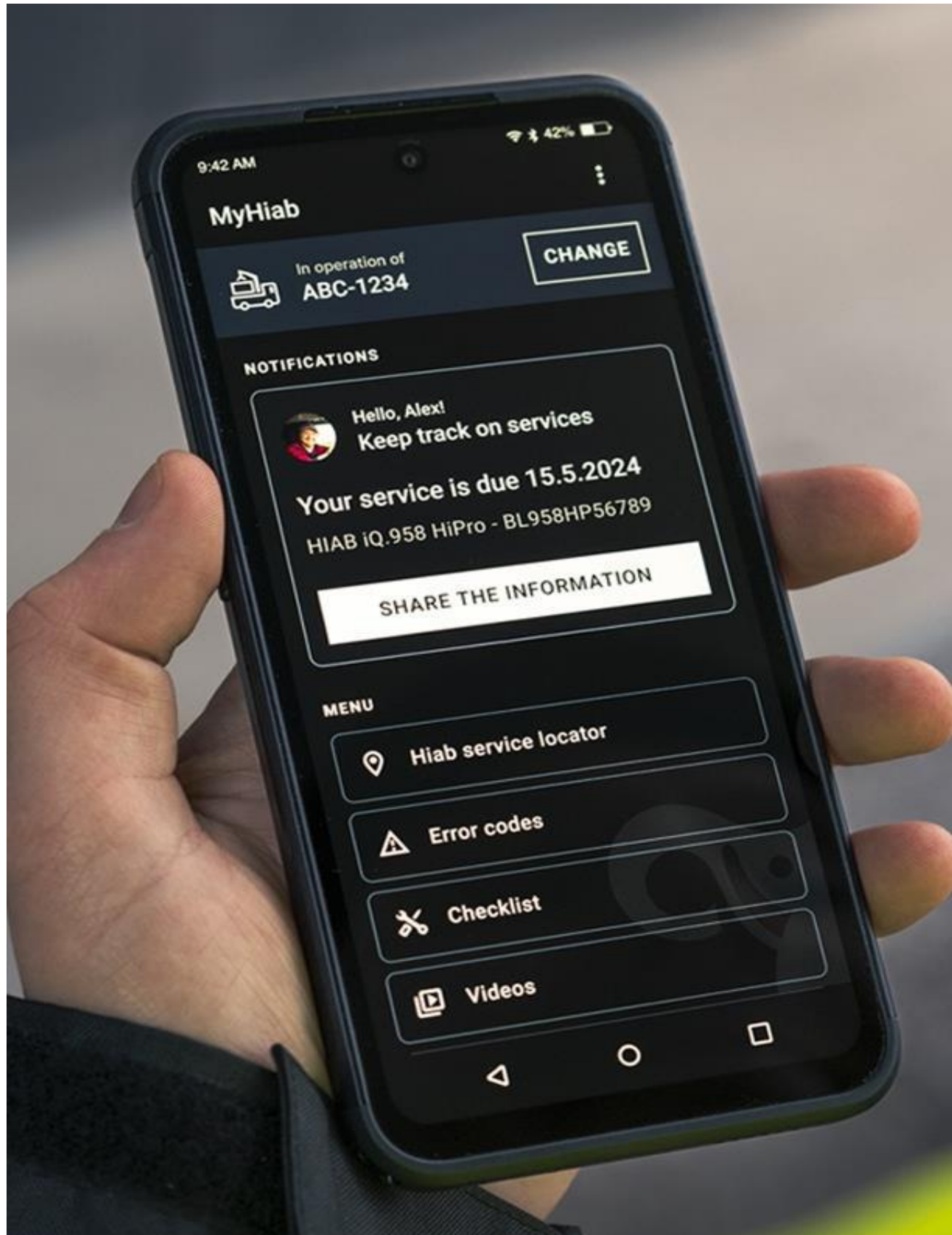
### Equipment mix development 2020–2023



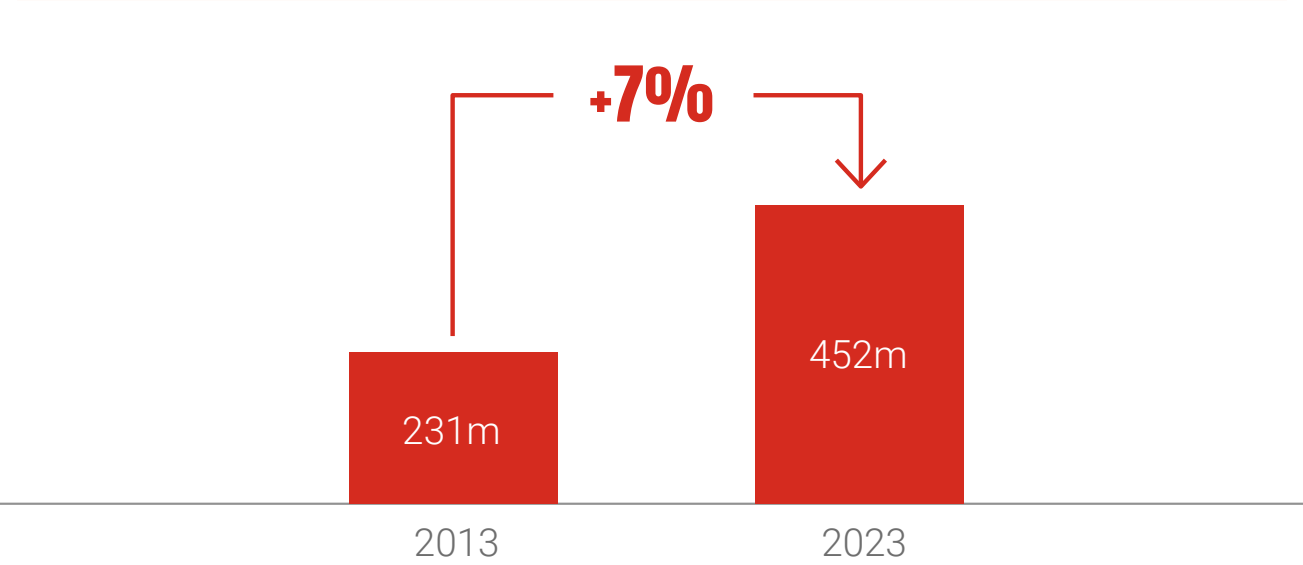
### Value creation highlights



# Digital-led Services solutions

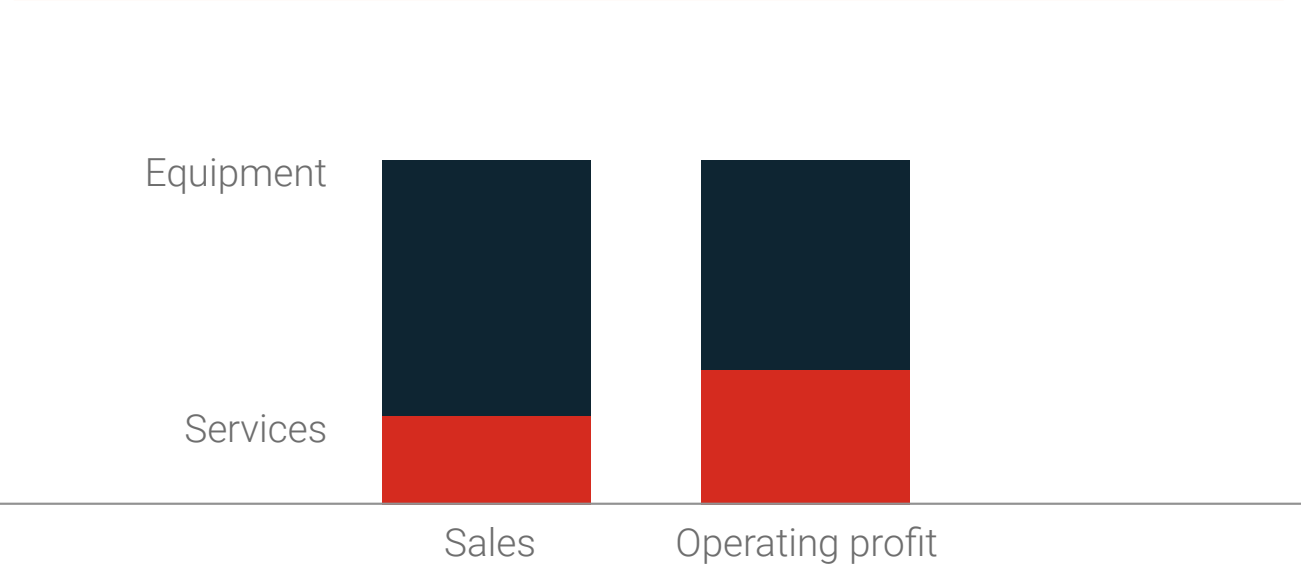


## Sales



AER FX rate, comparable portfolio mix over the periods

## Significant profitability contribution



2023 actuals, AER FX, Comparable OP share

## Solid cash generation

Robust cash conversion

**~ 100%**

Strong OP leverage

**> 30%**

Cash conversion 2023, OP leverage 2020-2023

## Net promoter score

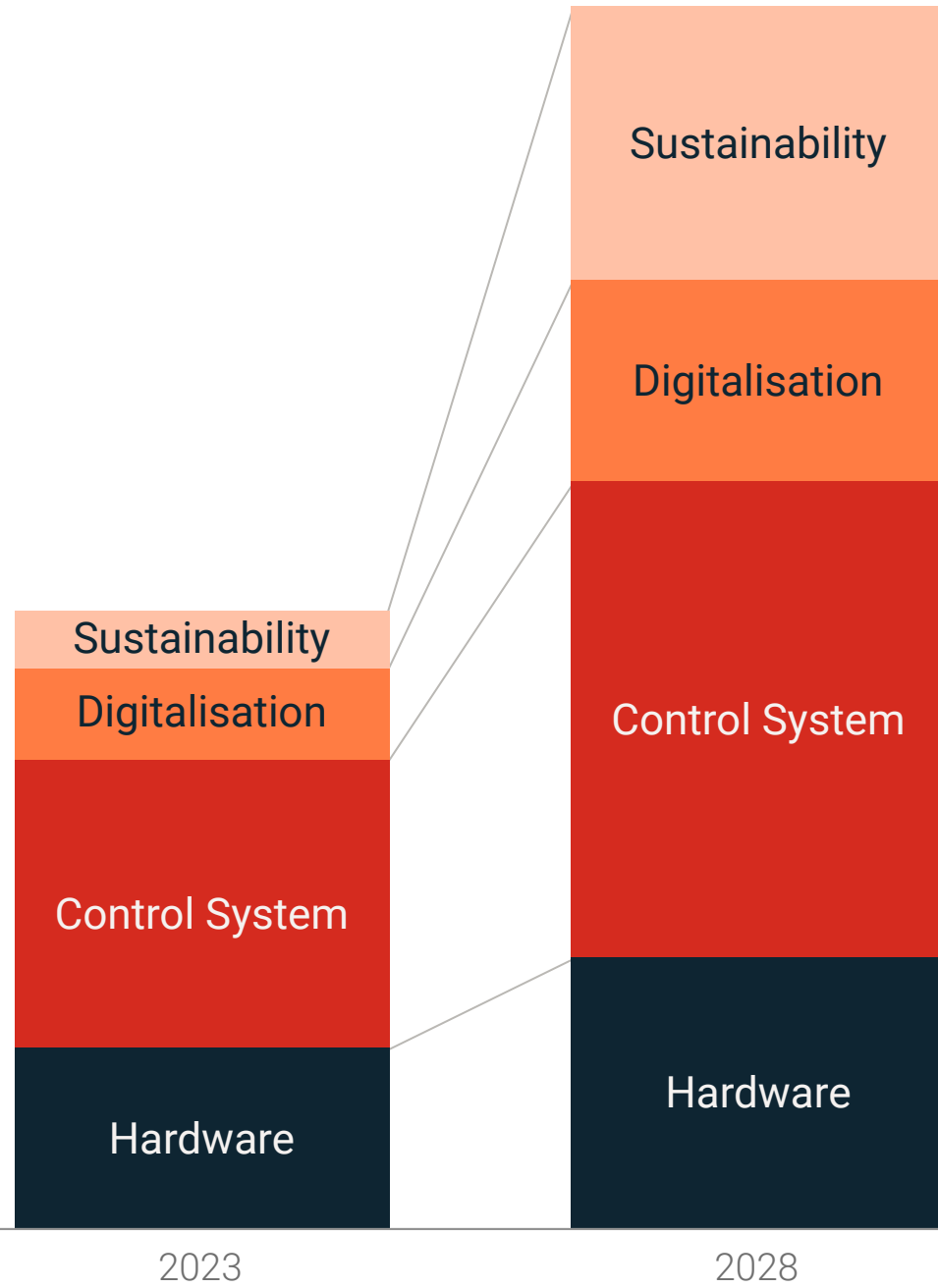
**NPS FROM 20 TO 35**

NPS yearly survey 2020-2023



# Doubling our R&D investments to continue to shape the industry

Shifting costs from overheads to R&D...



...to solve industry challenges

- Sustainability Solutions  
Share of ECO portfolio to 50%
- Address Operator Shortage
- Increase Productivity & Safety
- Optimise Weight to Payload



- Energy efficient cranes
- Fossil free steels
- Fully electric product offering
- Solar powered Tail Lifts
- New SPACE Evo control system
- Automation
- VR training and simulation
- Operator assistance systems
- Semi-automated motion
- Operator detection
- Machine learning
- Reduced weight
- Increased capacity
- Alternative materials

# International leadership geared for success



Scott Phillips  
President



Birgitte Skade  
VP, Marketing, & Communications



Barry McGrane  
SVP, Truck Mounted Forklifts



Magdalena Wojtowicz-Tokarz  
SVP, Loader Cranes Light & Medium



Mikko Puolakka  
CFO, Finance & IM



Ghita Jansson-Kiuru  
VP, HR



Michael Bruninx  
SVP, Services



Hermanni Lyyski  
SVP, Demountables & Defence



Sanna Ahonen  
VP, Strategy & Sustainability



Taina Tirkkonen  
General Counsel



Jon Lopez  
SVP, Loader Cranes Heavy & Super Heavy



Martin Saint  
SVP, Tail Lifts



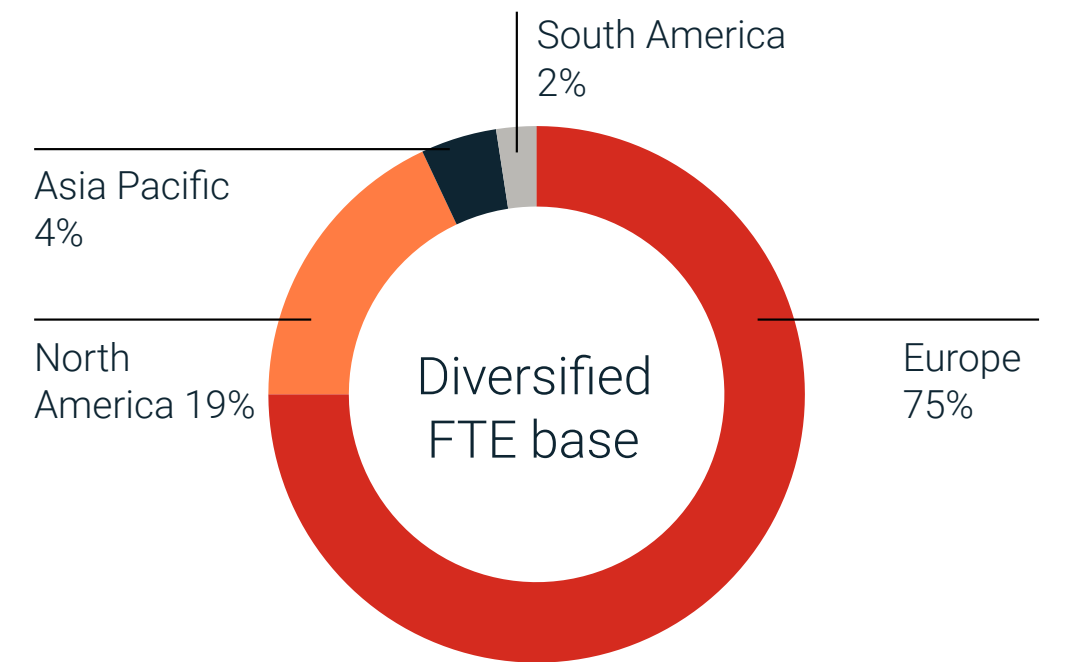
TBA  
VP, Business Operations Development

Employees

> **3,800**

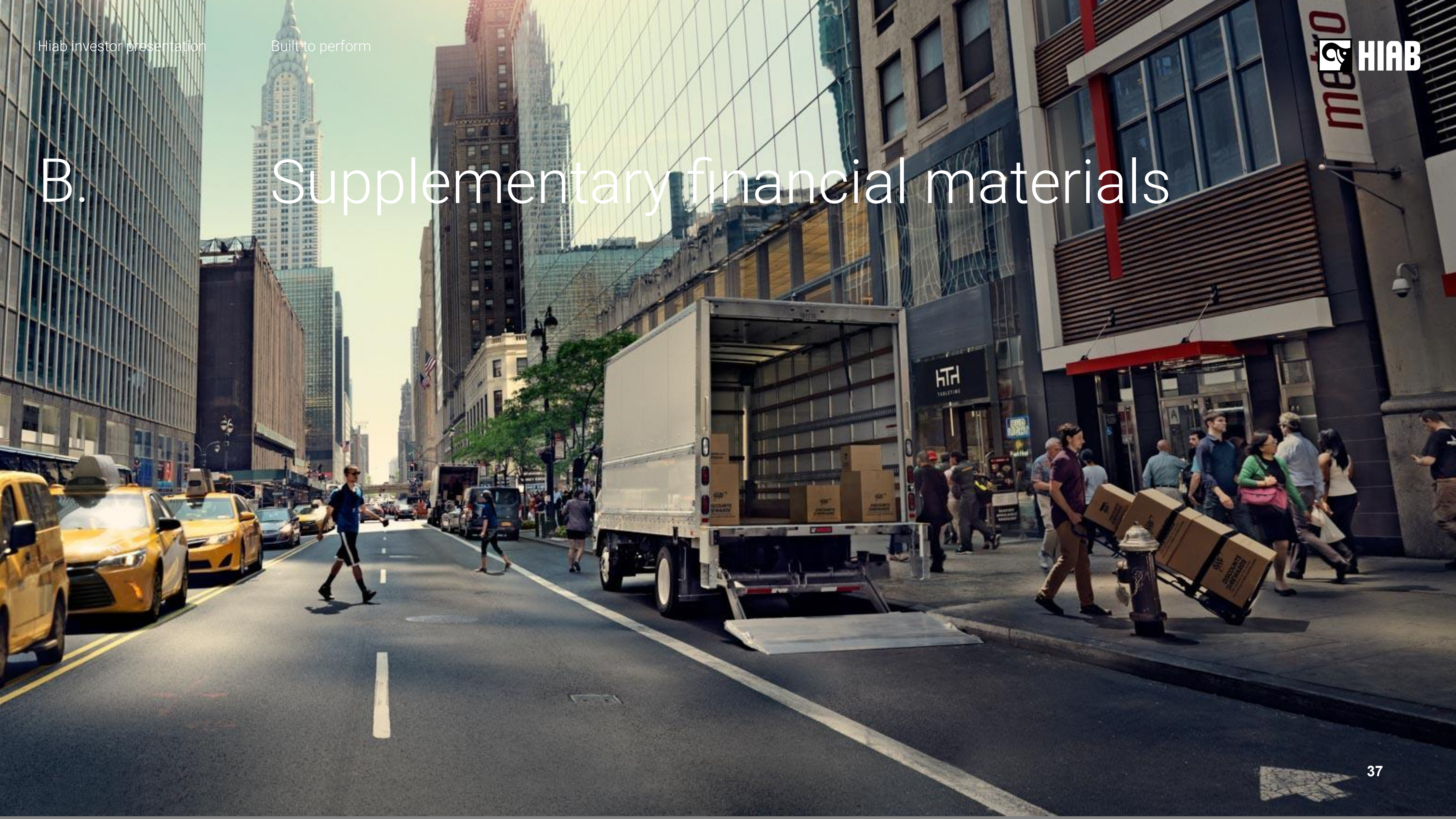
Nationalities

**26**





# B. Supplementary financial materials





# Orders received declined due to delayed decision making

## Orders received and order book

MEUR



| MEUR            | Q2/24 | Q2/23 | Change | H1/24 | H1/23 | Change |
|-----------------|-------|-------|--------|-------|-------|--------|
| Orders received | 348   | 375   | -7%    | 734   | 755   | -3%    |
| Order book      | 676   | 1,007 | -33%   |       |       |        |

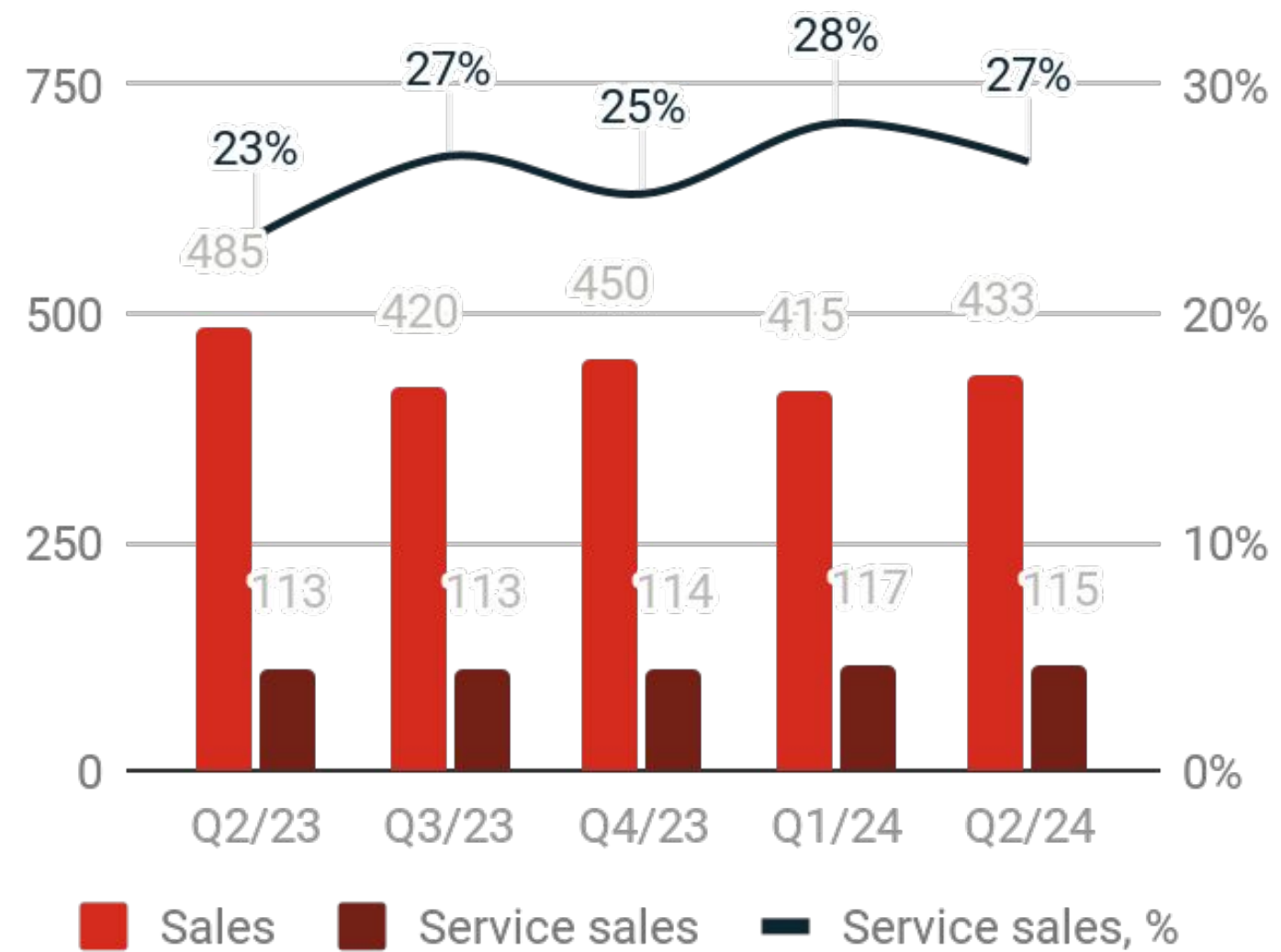
- Underlying demand remained stable
- Delayed decision making due to higher interest rates and market uncertainty
- Order book normalising



# Decline in sales as the order book is normalising

## Sales and service sales

MEUR



| MEUR             | Q2/24 | Q2/23 | Change  | H1/24 | H1/23 | Change  |
|------------------|-------|-------|---------|-------|-------|---------|
| Sales            | 433   | 485   | -11%    | 847   | 917   | -8%     |
| Service sales    | 115   | 113   | 2%      | 233   | 226   | 3%      |
| Service sales, % | 27%   | 23%   | 400 bps | 27%   | 25%   | 200 bps |

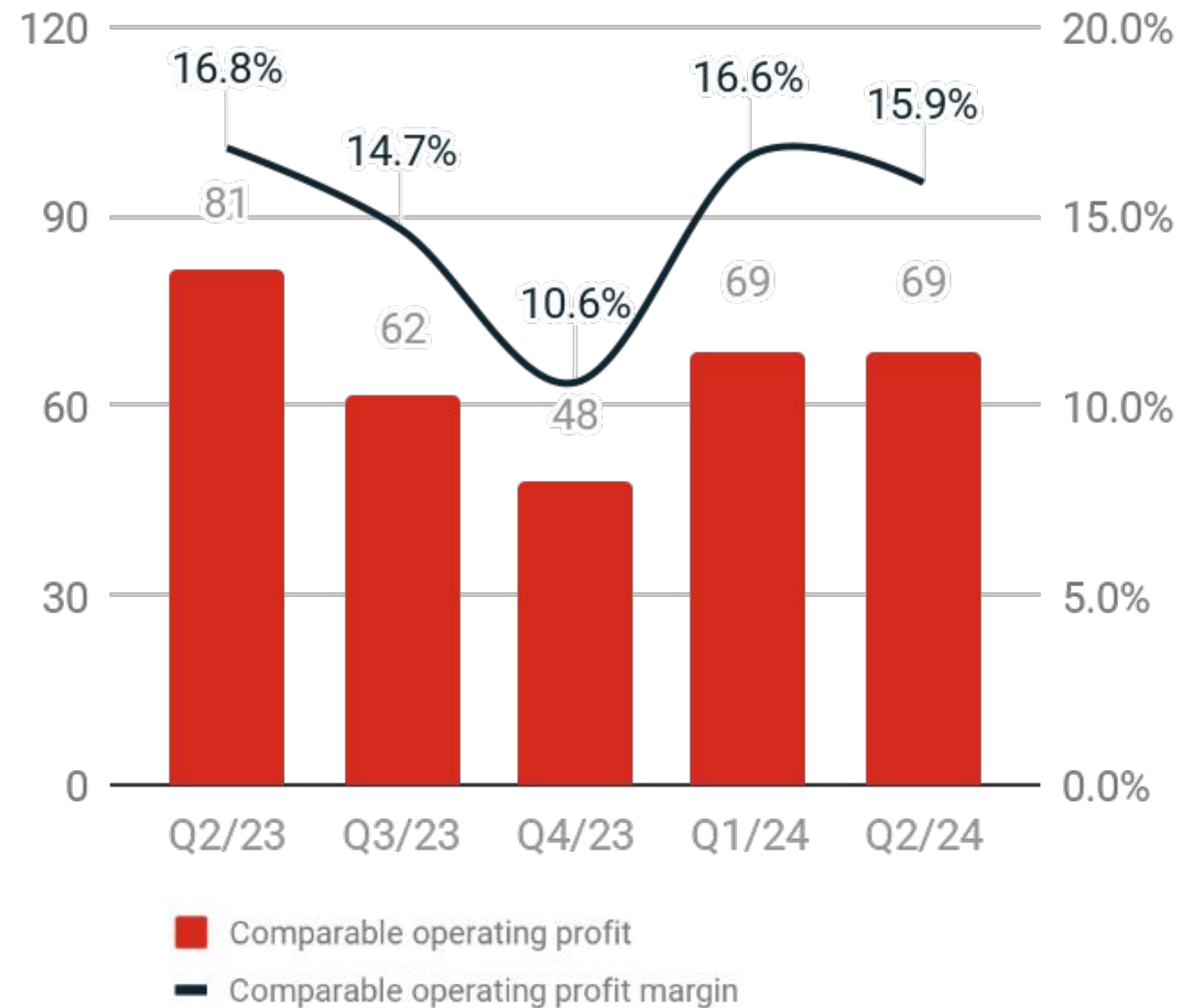
- Sales declined by 11% as the order book is normalising
- Sales increased sequentially due to number of working days
- Service sales continued to increase



# Strong profitability continued despite lower sales

## Comparable operating profit

MEUR



| MEUR                           | Q2/24 | Q2/23 | Change   | H1/24  | H1/23  | Change |
|--------------------------------|-------|-------|----------|--------|--------|--------|
| Comparable operating profit    | 69    | 81    | -16%     | 137    | 143    | -4%    |
| Comparable operating profit, % | 15.9% | 16.8% | -90 bps  | 16.2 % | 15.6 % | 70 bps |
| ROCE*                          | 29.4% | 33.4% | -400 bps |        |        |        |

- Decline in sales
- Successful management of inflationary pressures
- Increased share of service sales
- Cash conversion clearly above 100%
- Planning of efficiency improvement program initiated, target EUR 20 million savings in 2025

\* (Operative ROCE, defined as operating profit / operative capital employed, last 12 months).

# Cargotec Key financial figures

|                                     | Q2/24 | Q2/23 | Change  | Q1-Q2/24 | Q1-Q2/23 | Change |
|-------------------------------------|-------|-------|---------|----------|----------|--------|
| Orders received, MEUR               | 584   | 562   | 4%      | 1,236    | 1,149    | 8%     |
| Order book, MEUR                    | 1,691 | 1,961 | -14%    | 1,691    | 1,961    | -14%   |
| Sales, MEUR                         | 625   | 648   | -4%     | 1,242    | 1,237    | 0%     |
| Comparable operating profit, MEUR   | 82    | 81    | 2%      | 153      | 130      | 18%    |
| Comparable operating profit, %      | 13.1% | 12.4% | 70bps   | 12.3%    | 10.5%    | 180bps |
| Items affecting comparability, MEUR | -30   | -2    | <-100%  | -32      | -10      | >100%  |
| Operating profit, MEUR              | 52    | 79    | -34%    | 122      | 120      | 1%     |
| Operating profit, %                 | 8.3%  | 12.1% | -380bps | 9.8%     | 9.7%     | 10bps  |
| Profit for period, MEUR             | 31    | 55    | -43%    | 78       | 78       | 0%     |
| Basic earnings per share, EUR       | 0.48  | 0.85  | -43%    | 1.21     | 1.22     | -1%    |
| ROCE, %*                            | 23.7% | 11.5% | 1220bps | -        | -        | -      |

\*) ROCE (return on capital employed), last 12 months, includes discontinued operations in all presented periods, except June 2024.



# Cargotec consolidated balance sheet (1/2)

| Assets, MEUR   | 30 Jun 2024    | 30 Jun 2023    | 31 Dec 2023    |
|--|----------------|----------------|----------------|
| <b>Non-current assets</b>                              |                |                |                |
| Goodwill   | 615.3          | 853.6          | 878.1          |
| Intangible assets                                      | 95.4           | 119.8          | 118.4          |
| Property, plant and equipment                          | 170.0          | 426.5          | 444.9          |
| Investments in associated companies and joint ventures | 29.7           | 68.1           | 76.6           |
| Share investments                                      | 0.0            | 0.0            | 0.0            |
| Loans receivable and other interest-bearing assets     | 0.8            | 0.3            | 0.1            |
| Deferred tax assets                                    | 78.8           | 131.4          | 122.2          |
| Derivative assets                                      | -              | 1.1            | -              |
| Other non-interest-bearing assets                      | 4.3            | 7.1            | 5.8            |
| <b>Total non-current assets</b>                        | <b>994.2</b>   | <b>1,618.3</b> | <b>1,646.0</b> |
| <b>Current assets</b>                                  |                |                |                |
| Inventories  | 594.3          | 1,156.7        | 1,033.8        |
| Loans receivable and other interest-bearing assets*    | 20.4           | 1.8            | 3.4            |
| Income tax receivables                                 | 34.5           | 28.4           | 18.5           |
| Derivative assets                                      | 29.4           | 16.1           | 54.0           |
| Accounts receivable                                    | 429.0          | 849.2          | 723.8          |
| Contract assets  | 22.9           | 74.4           | 47.3           |
| Other non-interest-bearing assets                      | 126.6          | 168.8          | 164.9          |
| Cash and cash equivalents*                             | 336.2          | 338.8          | 684.7          |
| <b>Total current assets</b>                            | <b>1,565.4</b> | <b>2,633.1</b> | <b>2,730.4</b> |
| <b>Total assets</b>                                    | <b>2,559.6</b> | <b>4,251.4</b> | <b>4,376.5</b> |

\*)Included in interest-bearing net debt  
The notes are an integral part of the interim report.  
The comparative data include continuing and discontinued operations.

# Cargotec consolidated balance sheet (2/2)

| Equity and Liabilities, MEUR   | 30 Jun 2024    | 30 Jun 2023    | 31 Dec 2023    |
|--|----------------|----------------|----------------|
| <b>Equity attributable to the shareholders of the parent company</b>       |                |                |                |
| Share capital  | 20.0           | 64.3           | 64.3           |
| Share premium  | -              | 98.0           | 98.0           |
| Translation differences  | 14.3           | -78.0          | -56.4          |
| Fair value reserves  | -6.3           | -9.8           | -2.5           |
| Reserve for invested unrestricted equity                                   | -              | 52.5           | 35.3           |
| Retained earnings  | 1,132.9        | 1,448.3        | 1,613.6        |
| <b>Total equity attributable to the shareholders of the parent company</b> | <b>1,160.9</b> | <b>1,575.3</b> | <b>1,752.3</b> |
| Non-controlling interest   | 1.4            | 0.5            | 1.5            |
| <b>Total equity</b>  | <b>1,162.2</b> | <b>1,575.3</b> | <b>1,753.8</b> |
| <b>Non-current liabilities</b>   |                |                |                |
| Interest-bearing liabilities*  | 246.0          | 502.1          | 708.2          |
| Deferred tax liabilities   | 10.6           | 28.5           | 21.9           |
| Pension obligations  | 49.8           | 79.1           | 89.0           |
| Provisions   | 2.5            | 5.2            | 5.6            |
| Other non-interest-bearing liabilities                                     | 10.8           | 81.6           | 87.1           |
| <b>Total non-current liabilities</b>                                       | <b>319.7</b>   | <b>696.5</b>   | <b>911.8</b>   |
| <b>Current liabilities</b>   |                |                |                |
| Current portion of interest-bearing liabilities*                           | 128.3          | 326.9          | 142.9          |
| Other interest-bearing liabilities"  | 1.1            | 14.1           | 15.6           |
| Provisions   | 59.5           | 169.3          | 154.9          |
| Income tax payables  | 50.3           | 56.9           | 54.3           |
| Derivative liabilities   | 26.5           | 22.3           | 26.0           |
| Accounts Payable   | 307.9          | 619.9          | 511.2          |
| Contract liabilities   | 251.4          | 345.1          | 374.5          |
| Other non-interest-bearing liabilities                                     | 252.6          | 424.7          | 431.5          |
| <b>Total current liabilities</b>   | <b>1,077.7</b> | <b>1,979.2</b> | <b>1,710.9</b> |
|  |                | -              | -              |
| <b>Total equity and liabilities</b>  | <b>4,314.5</b> | <b>4,260.5</b> | <b>4,376.5</b> |

\*)Included in interest-bearing net debt  
The notes are an integral part of the interim report.  
The comparative data include continuing and discontinued operations.



# Cargotec consolidated statement of cash flows (1/2)

Cash flow statement includes continuing and discontinued operations

| MEUR  | Q1-Q2/24     | Q1-Q2/23     | 2023         |
|---|--------------|--------------|--------------|
| <b>Net cash flow from operating activities</b>                  |              |              |              |
| Profit for the period*  | 1,181.9      | 180.3        | 348.7        |
| Depreciation, amortisation and impairment                       | 39.9         | 56.7         | 114.9        |
| Finance income and expenses                                     | 10.7         | 17.7         | 30.8         |
| Income taxes*   | 66.5         | 56.5         | 104.3        |
| Non-cash adjustments related to partial demerger                | -1,039.7     | -            | -            |
| Change in net working capital                                   | 13.4         | -240.0       | -46.5        |
| Other adjustments   | -9.7         | -3.6         | -8.0         |
| <b>Cash flow from operations before finance items and taxes</b> | <b>262.9</b> | <b>67.7</b>  | <b>544.2</b> |
| Cash flow from finance items and taxes                          | -79.0        | -39.1        | -108.3       |
| <b>Net cash flow from operating activities</b>                  | <b>183.9</b> | <b>28.7</b>  | <b>435.9</b> |
| <b>Net cash flow from investing activities</b>                  |              |              |              |
| Acquisitions of businesses, net of cash acquired                | -1.5         | -15.7        | -25.7        |
| Disposals of businesses, net of cash sold                       | 2.1          | 7.0          | 11.1         |
| Cash flow from investing activities, other items                | -15.7        | -19.6        | -47.1        |
| <b>Net cash flow from Investing activities</b>                  | <b>-15.1</b> | <b>-28.2</b> | <b>-61.8</b> |

\*In Q2/24 Cargotec corrected in statement of cash flows for the periods Q2/23 and Q1-Q2/23 Profit for the period and Income taxes, EUR +19.2 million and EUR -19.2 million respectively.

# Cargotec consolidated statement of cash flows (2/2)

Cash flow statement includes continuing and discontinued operations

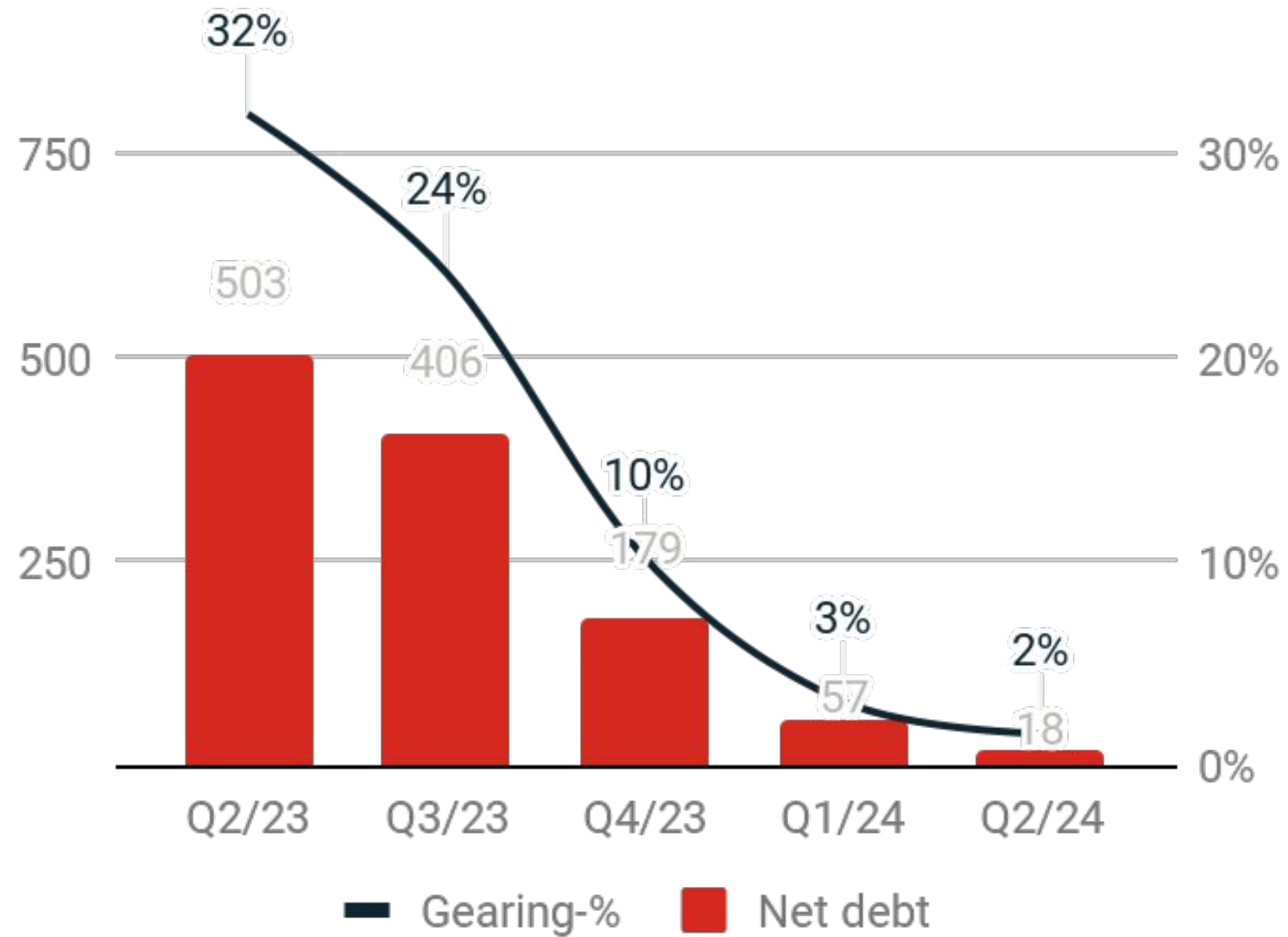
| MEUR   | Q1-Q2/24      | Q1-Q2/23      | 2023          |
|--|---------------|---------------|---------------|
| <b>Net cash flow from financing activities</b>                             |               |               |               |
| Treasury shares acquired   | -9.3          | -0.3          | -17.5         |
| Repayments of lease liabilities  | -24.7         | -22.3         | -46.9         |
| Proceeds from long-term borrowings   | -             | -             | 50.9          |
| Repayments of long-term borrowings   | -100.0        | -             | -38.2         |
| Proceeds from short-term borrowings  | 0.0           | 6.6           | 10.6          |
| Repayments of short-term borrowings  | -3.0          | -             | -3.9          |
| Dividends paid   | -125.6        | -86.9         | -87.3         |
| <b>Net cash flow from financing activities</b>                             | <b>-262.6</b> | <b>-103.0</b> | <b>-132.1</b> |
| <b>Change in cash and cash equivalents</b>                                 | <b>-93.7</b>  | <b>-102.6</b> | <b>242.0</b>  |
| Cash and cash equivalents, and bank overdrafts at the beginning of period  | 680.8         | 445.4         | 445.4         |
| Effect of exchange rate changes  | -3.2          | -7.3          | -6.6          |
| Cash and cash equivalents, and bank overdrafts distributed to the owners   | -247.7        | -             | -             |
| <b>Cash and cash equivalents, and bank overdrafts at the end of period</b> | <b>336.2</b>  | <b>335.5</b>  | <b>680.8</b>  |
| Bank overdrafts at the end of period                                       | 0.1           | 2.3           | 3.8           |
| <b>Cash and cash equivalents at the end of period</b>                      | <b>336.3</b>  | <b>337.8</b>  | <b>684.7</b>  |



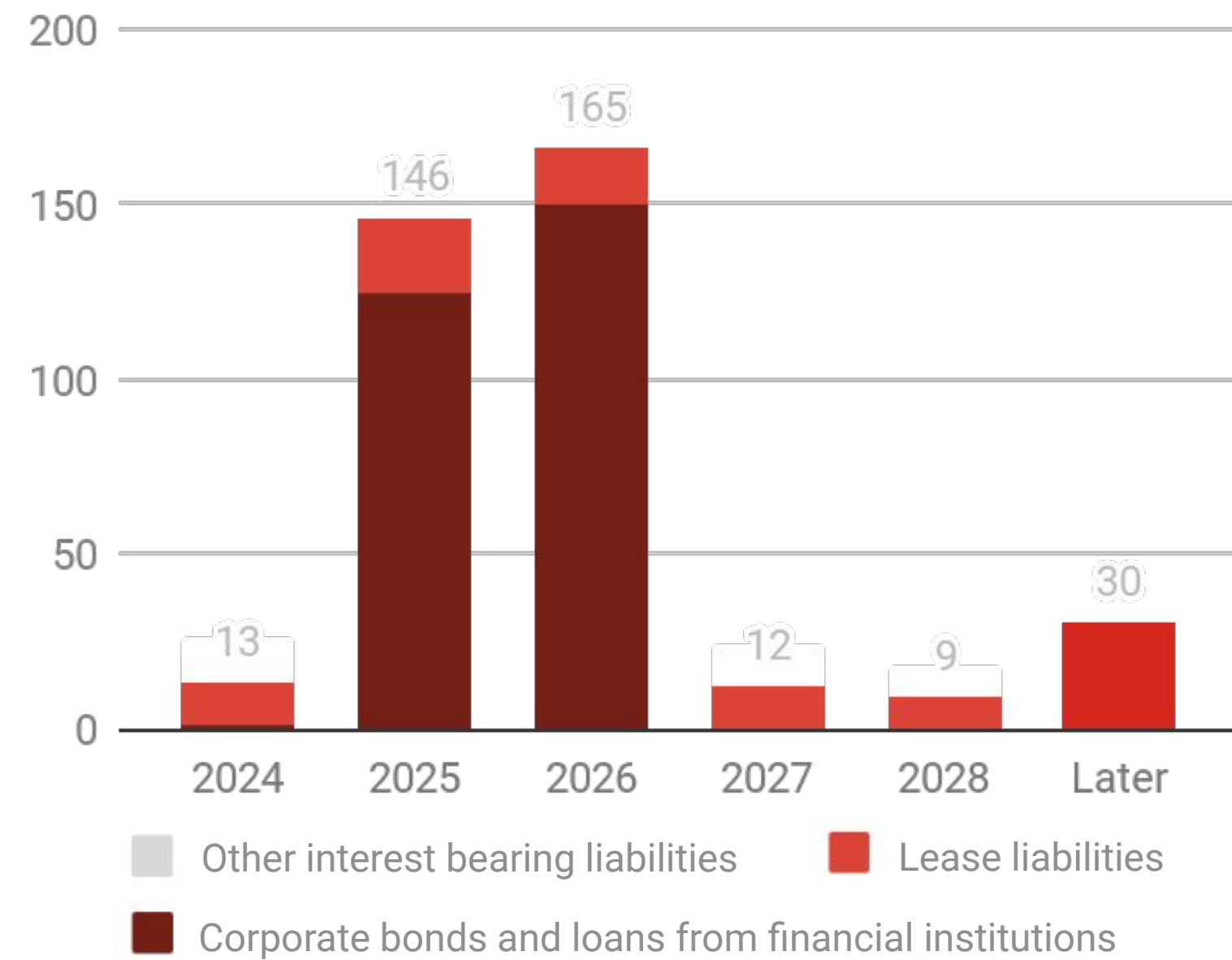
# Cargotec balance sheet and maturity profile

## Net debt & gearing

MEUR



## Maturity profile, 30 June 2024





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