



A MoorMaster installation by LKAB in Narvik

Information Meeting March 28th, 2017

Stockholm, Sweden

Cavotec Board

Fabio Cannavale *

Leena Essén – Board Member

Nicola Gerber – Board Member *

Erik Lautmann – Board Member

Heléne Mellquist – Board Member *

Ottonel Popesco – Board Member & CEO *

Helena Thrap-Olsen – Board Member

Patrik Tigerschiöld – Board Member

Stefan Widegren – Chairman of the Board

Mikael Norin – CEO from July 1st 2017

** Not present at the meeting today*

Corporate SMT

Ester Cadau – CHRO

Yann Duclot – CMO & Strategy Officer

Kristiina Leppänen – CFO & IR

Giorgio Lingiardi – CIO *

Gustavo Miller – COO P&M

Patrick Rosenwald – COO Supply Chain & CTO

Jürgen Strommer – COO Airports & Industry

External Nomination Committee Members

Henrik Blomquist – Bure Equity AB

Per Colleen – 4 AP Fonden

Group Auditors and Consultants

Efrem Dell’Era – PWC

Paola Leoni – Leoni Corporate Advisors

Our human capital

- Cavotec employees are at the heart of the group's identity and have brought us to where we are today.
- Our positive attitude and daring to explore drives our passion to innovate.
- Our people are the most important investment.
- More than 1,000 employees from 40 countries across five continents.
- About 170 are engineers and one-third have a university-level degree or higher.
- Cavotec is committed to being close to its customers giving it a truly international team.



Over 40 Cavotec companies worldwide

● SALES & SERVICE OFFICES

Argentina, Australia, Bahrain, Brazil, Canada, China, Denmark, Finland; France' Germany, Hong-Kong, India' Italy, Japan, The Netherlands, New Zealand, Norway, Qatar, Russia, Singapore, South Africa, South Korea, Spain, Sweden, Switzerland, Turkey, UAE, UK, USA.

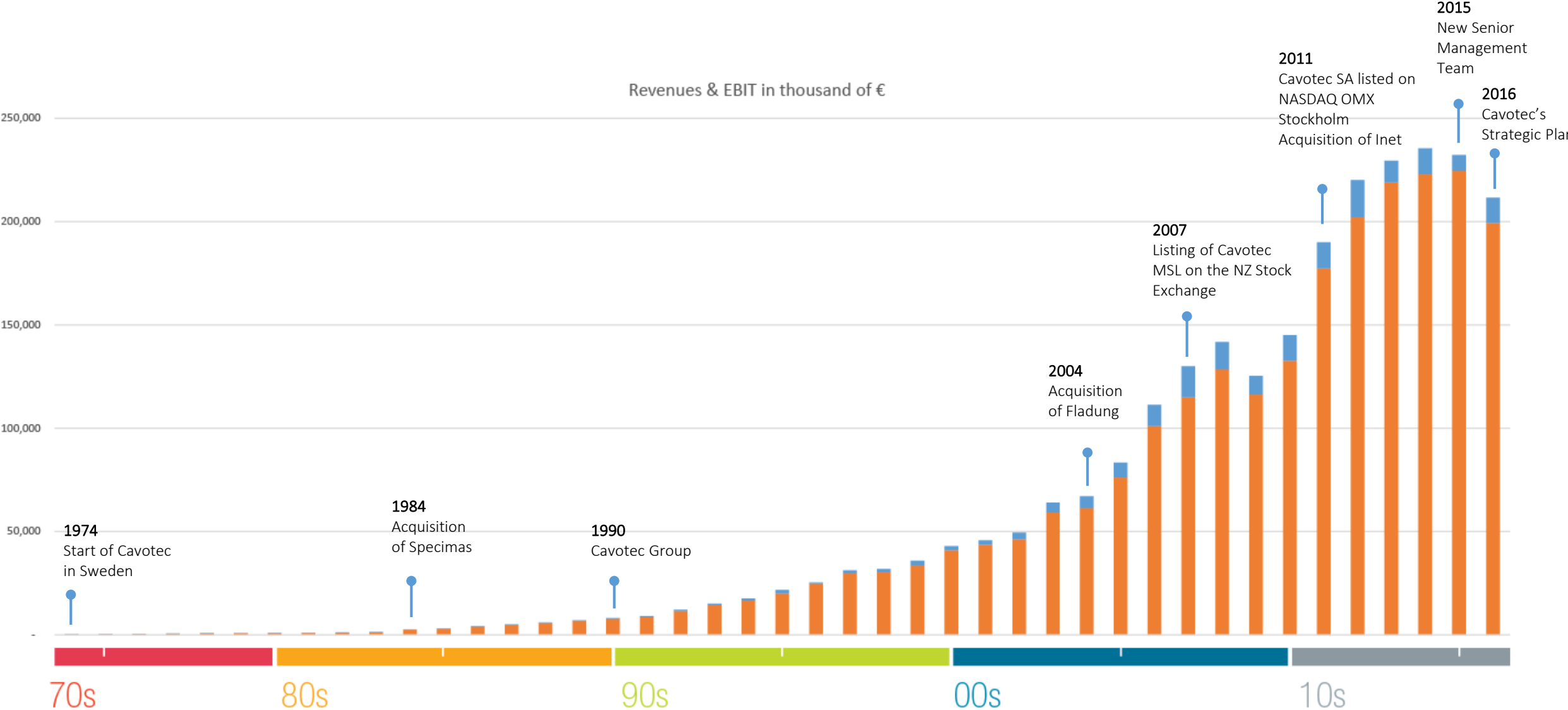
● CENTRES OF EXCELLENCE

***Cavotec Alfo**, Overath, Germany
Cavotec Connectors, Staffanstorp, Sweden
Cavotec Fladung, Dietzenbach, Germany
Cavotec INET, Cypress, USA
Cavotec Dabico UK / US, Stockton-On-Tees, UK / Cypress, USA
Cavotec Micro-Control, Hausen, Germany
Cavotec MoorMaster, Christchurch, New Zealand
Cavotec Specimas, Nova Milanese, Italy*

Branch offices and agents are not included on this map.

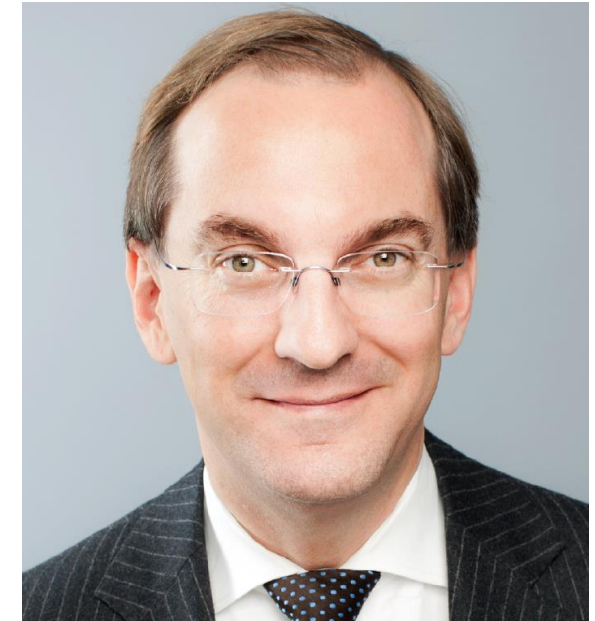


Cavotec – historical development



– Patrik Tigerschiöld appointed Deputy Chairman in November 2016

- Patrik Tigerschiöld holds an M.Sc. in Business and Economics.
- Since 2013, he has been Chairman of Bure Equity AB, (a role he also held between 2004 and 2009)
- He serves among other assignments as a Board Member for Stockholm University.



– Mikael Norin new Cavotec Group CEO from July 1st, 2017

- Mikael Norin, 53, currently works as a board director and corporate advisor for a number of companies around the world.
- Served as President, Rolls-Royce Marine Services, based in Singapore and has operations in 35 countries employing approximately 2,500 people.
- Spent 14 years with ABB, ending as Senior Vice President and head of the group's Power Systems division.
- Prior to joining ABB Mikael Norin worked for Recall.
- Mikael Norin will move to Lugano on May 1st 2017



2017 – A good time to implement the final stages in Cavotec's Generational Change

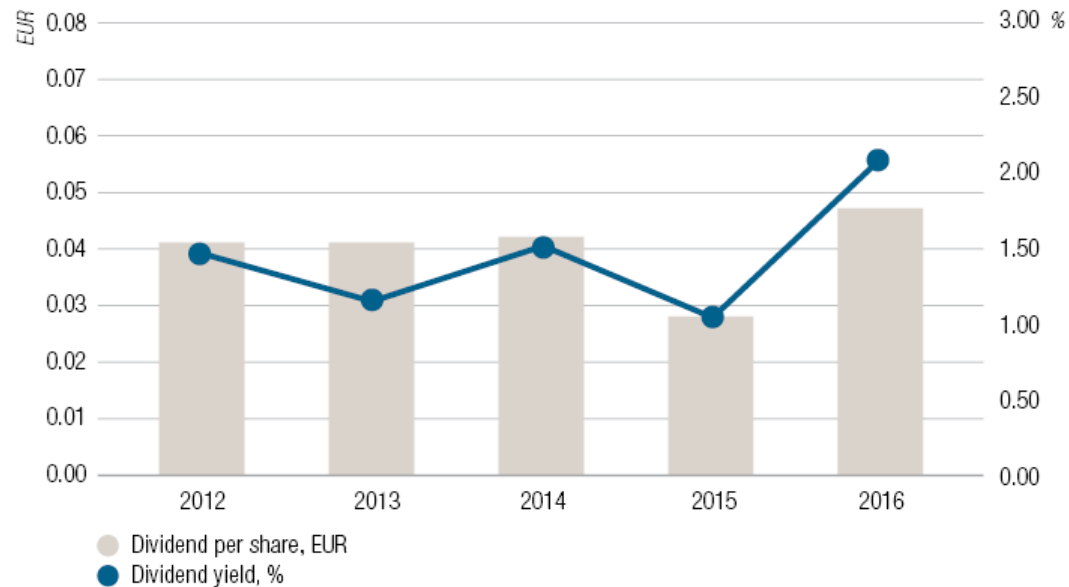
In the past four years we prepared ourselves, and indeed we have:

- successfully developed innovations like MoorMaster, AMP, APS, HOI and In-ground GSE
- overcome and won the litigation with our former US partner
- almost completed the Cavotec Inet turnaround
- put a new experienced Senior Management Team in place
- defined a new Strategic Plan, which is currently being implemented in the Group
- a revitalized the Board and found a young and well experienced CEO
- last but not the least, we have seen a positive trend in infrastructure investments and a slow but tangible growth in industry and mining

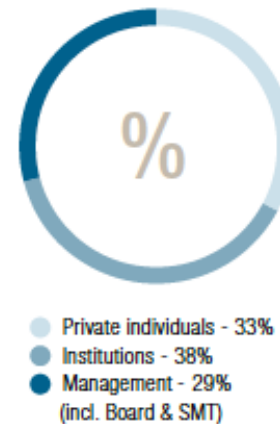
Now, we feel confident that Cavotec is strong and stable and ready return to a new phase of profitable growth!

Stock performance and Cavotec shareholders

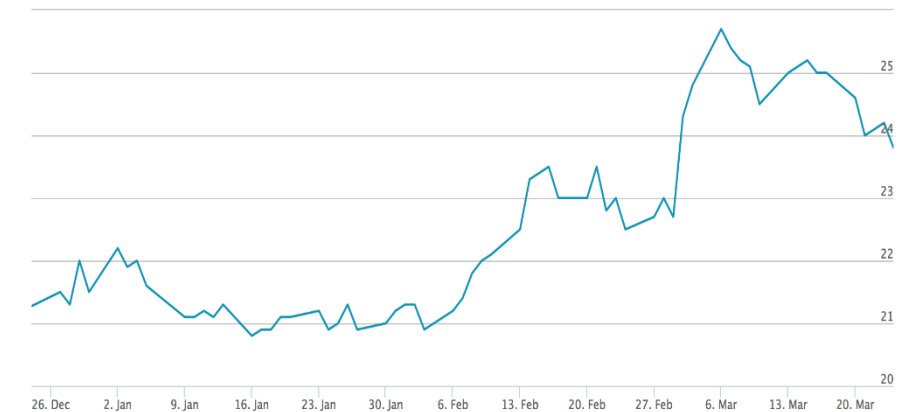
Dividend per share, yield



Ownership structure



3 months stock performance



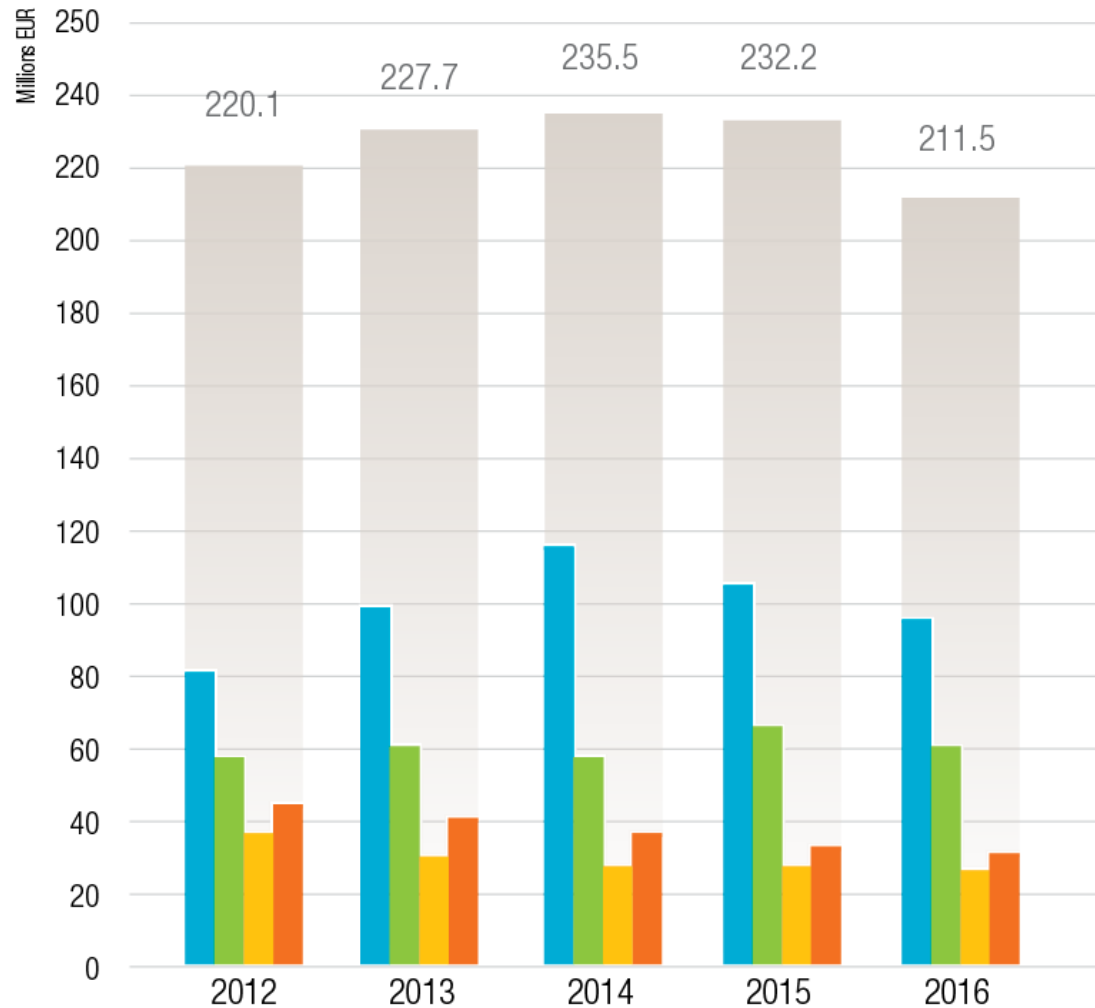
Five largest shareholders

Year ended 31 December 2016 Shareholders	Number of shares held	%
Bure Equity AB	12,988,970	16.5%
Fjärde AP-Fonden	7,608,721	9.7%
Fabio Cannavale (Nomina SA)	7,298,046	9.3%
Stefan Widegren & family	5,800,867	7.4%
Lars Hellman (LCL life & Pension)	5,200,000	6.6%
Total	38,896,604	49.5%

Number of shareholders

Year ended 31 December 2016	Number of shareholders
Shareholders via Euroclear in Sweden	1,247
Shareholders via Link Market Services in NZ	503
Shareholders via SIX in Switzerland	8
Total	1,758

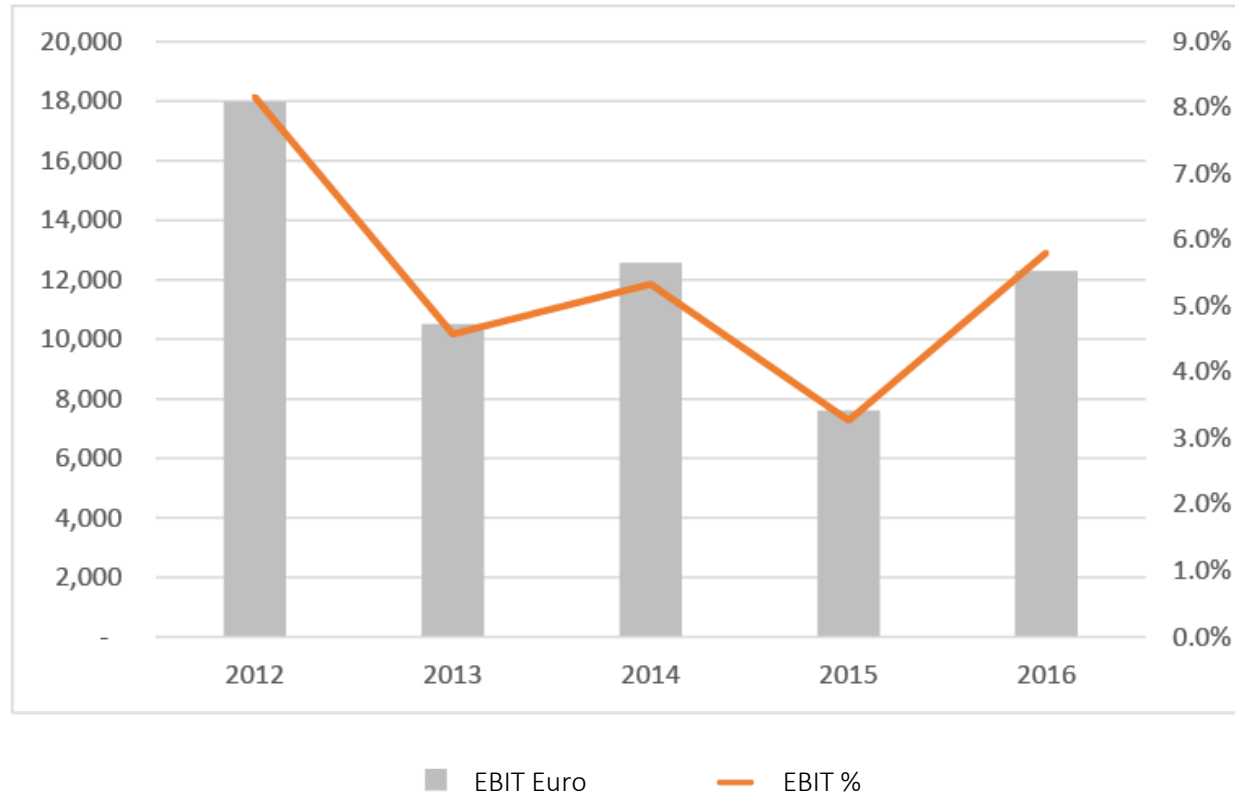
Highlights FY16 – Five years in summary (Millions EUR)



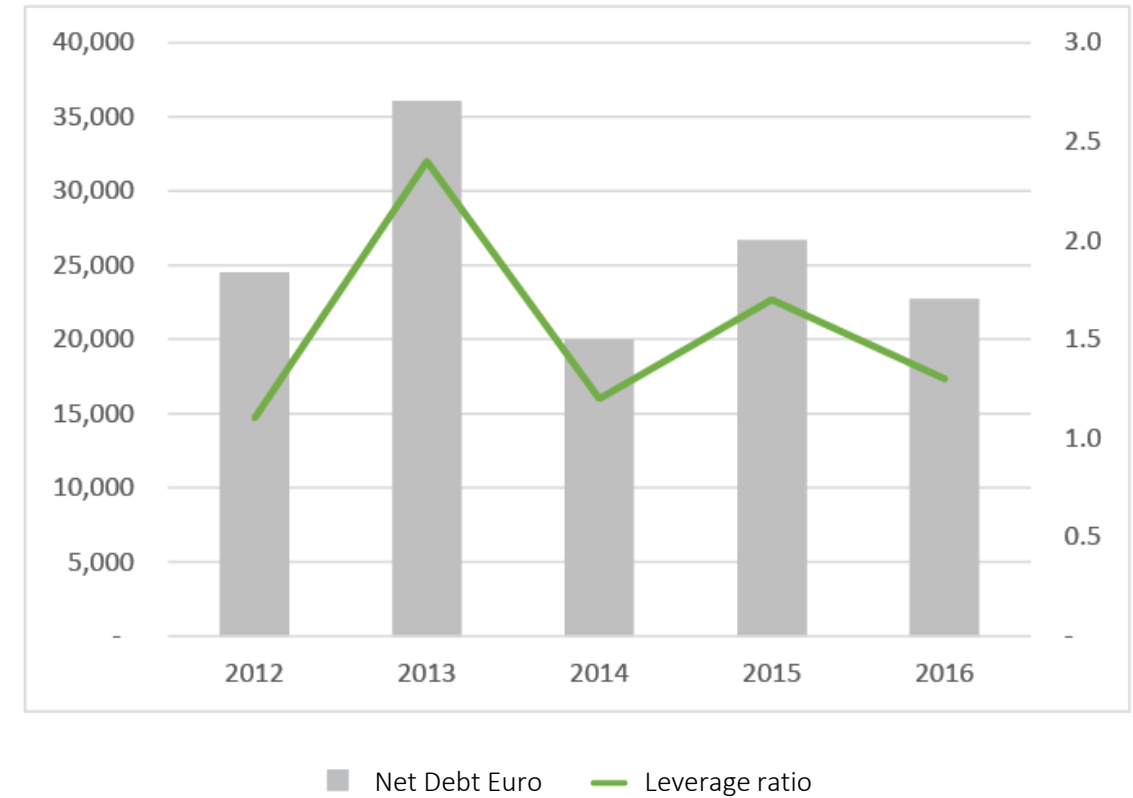
- Several milestone, including breakthroughs for its key Airports and Ports & Maritime technologies.
- Organisational improvements to pave the way for future growth.
- Preparing the company for a healthy return to growth and improved profitability.

Strong financial foundation supports strategy execution

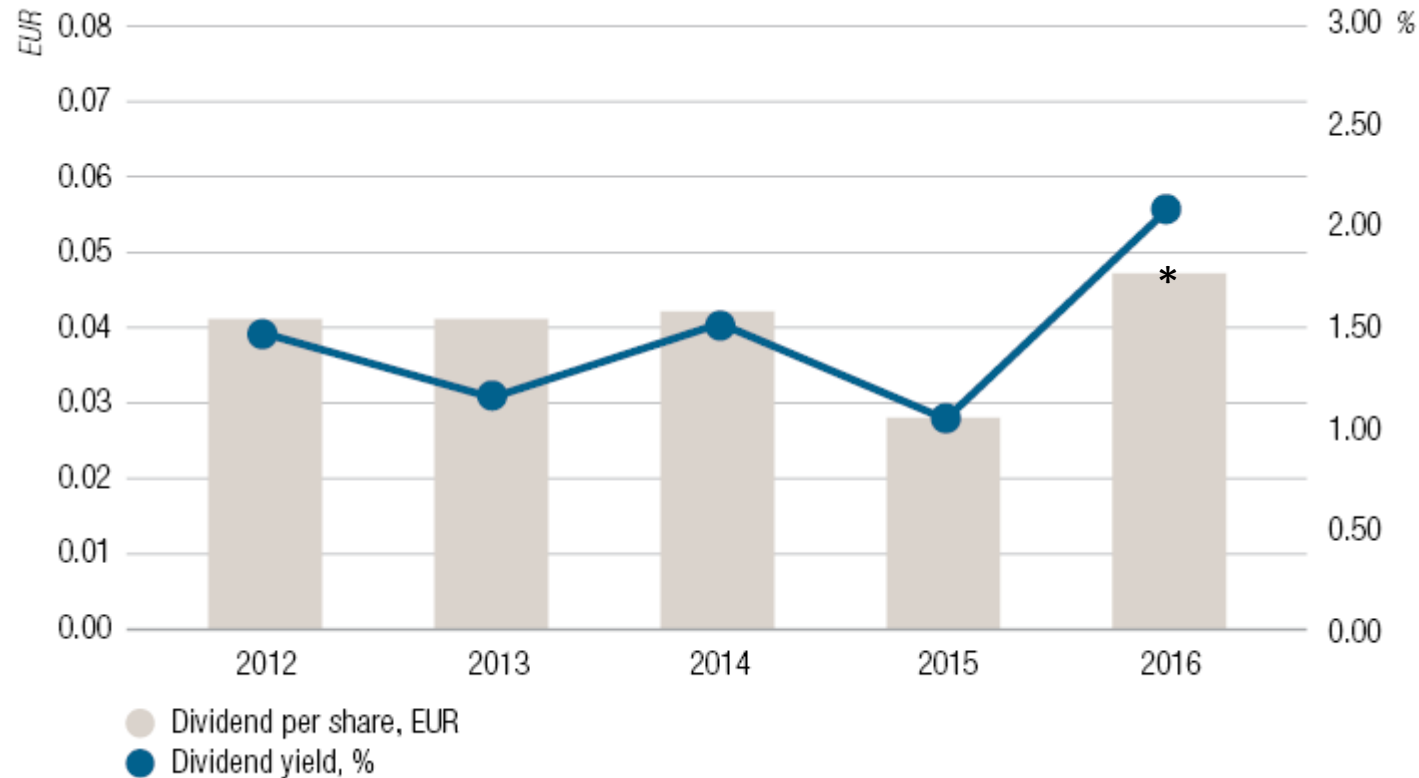
EBIT development



Net Debt / Leverage ratio

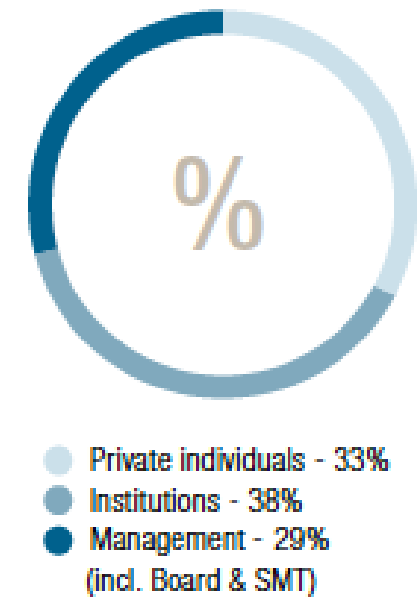


Dividend per share, yield

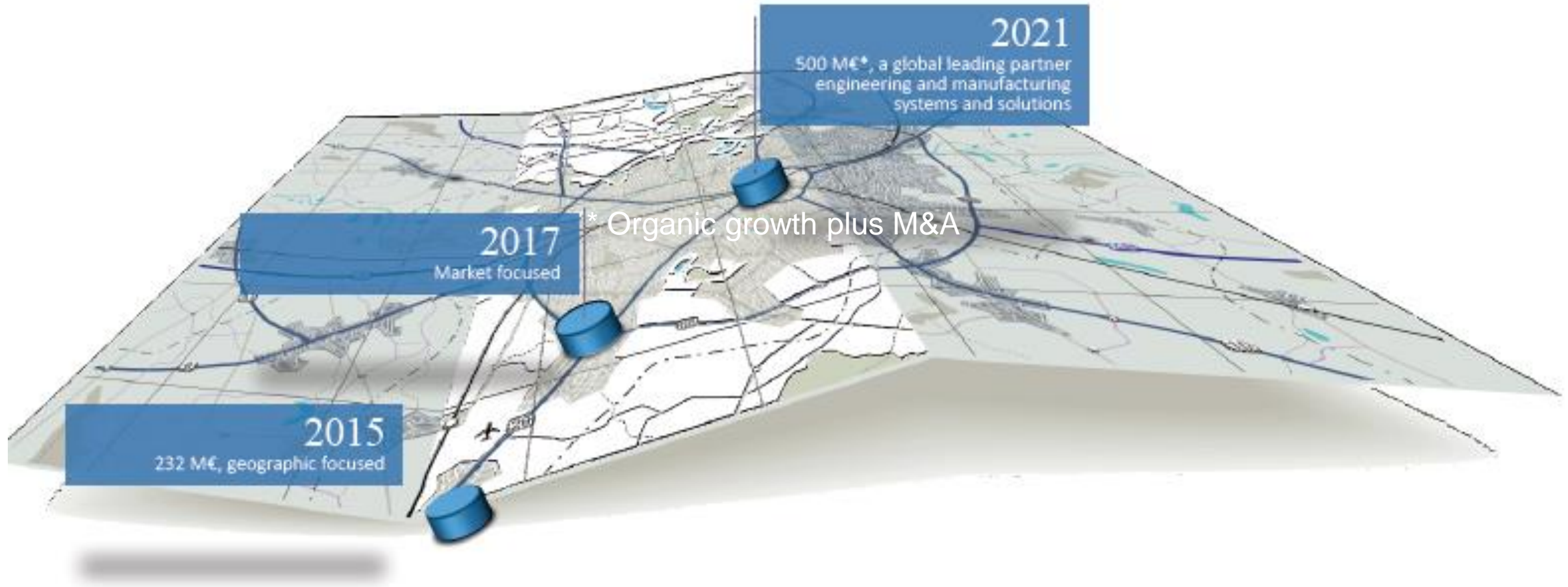


**Dividend per share 0.05 CHF*

Ownership structure



Cavotec to transform into a 500 M€ Global Company in the next 5 years



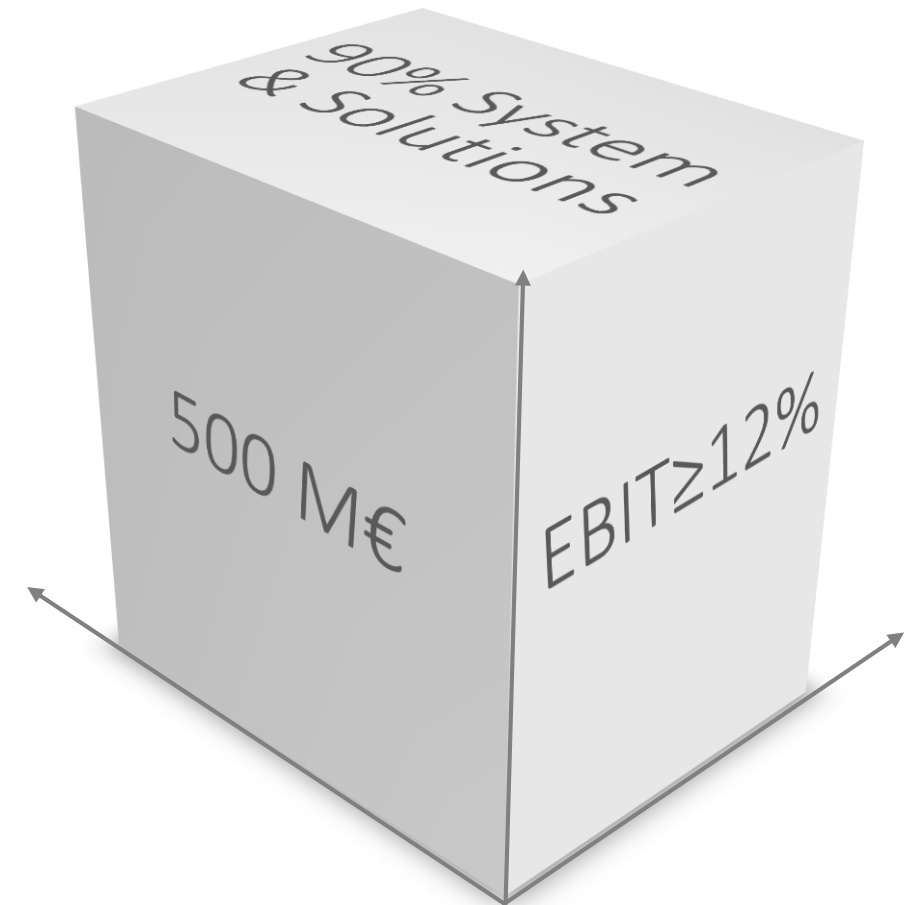
* Organic growth plus M&A

A shift from Products to Systems & Solutions leadership



World leading **experts in engineering** and supply of **system solutions to connect, electrify and automate** ships, planes and mobile equipment.

To be a world leading partner, trusted for his global operational and innovation excellence delivering value creation with our **advanced efficient and sustainable systems for Airports and Ports**



4 Main Initiatives

Simpler, Sharper, Stronger

4 Main Initiatives

Profitable and sustainable growth in P&M
and Airports markets

Positioning as a **systems and solutions partner**

Streamlined and efficient supply chain
structure

Technological leadership through **product**
and service innovation

Competitive Positioning Evolution

*From sales company,
targeting global
coverage*

*To highly
specialised
industry leader*

*From components'
supplier heritage*

*To engineering
expert, specialised in
advanced systems
and solutions*

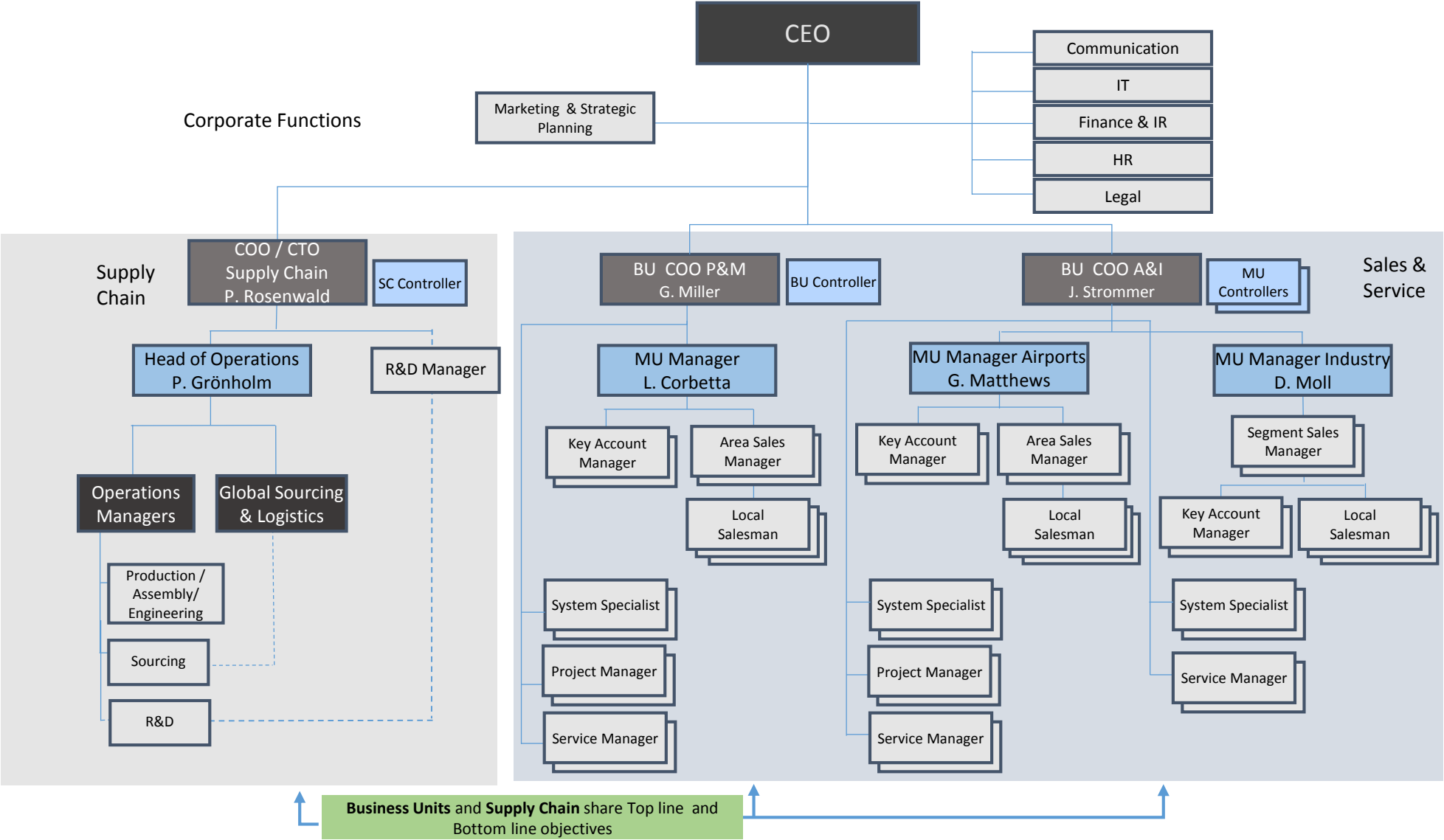
*From fragmented
industrial footprint*

*To integrated and
lean Supply Chain*

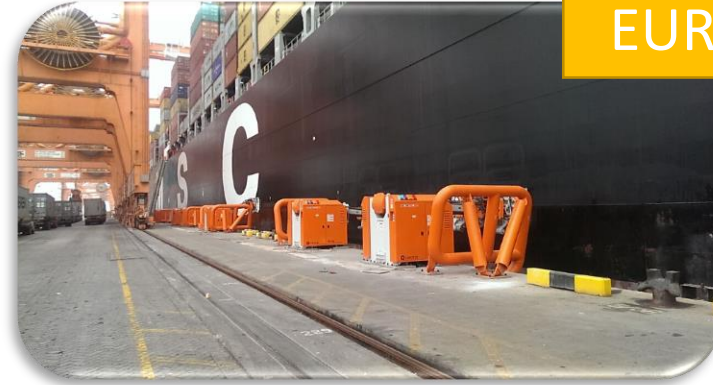
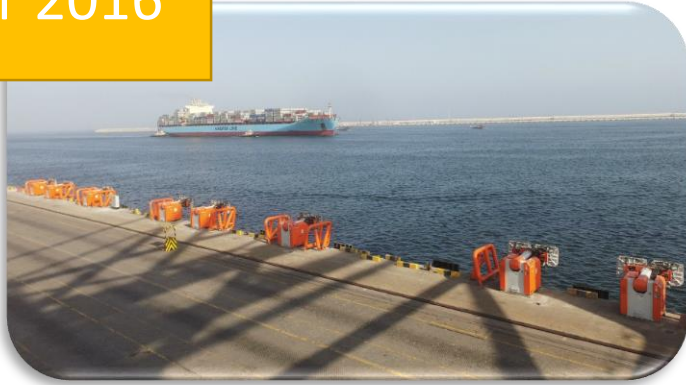
*From product /
customer driven
innovation*

*To business model
/ market driven
innovation*

Cavotec Organisation – As of Jan 1, 2017



November 2016



Order value
EUR 10 million

- Supplying of new 16 MoorMaster™ MM400E units for the Port of Salalah, valued at approx. EUR 10M, including three-year maintenance contract.
- To date, some 200 MoorMaster™ units have performed about 260,000 mooring operations at ferry, bulk handling, Ro/Ro, container and lock applications worldwide.

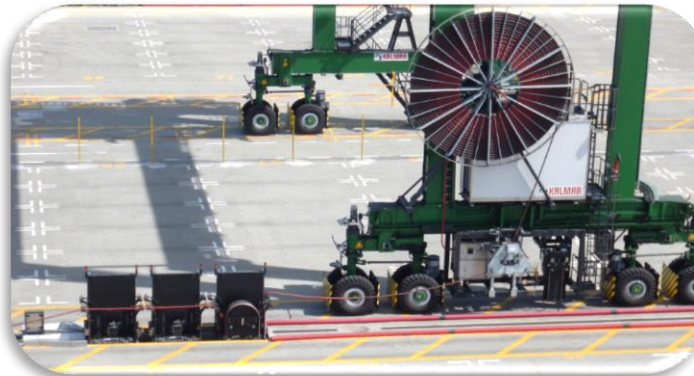
December 2016



Order value
EUR 11 million

- The largest of these orders is for a substantial number of ground support systems for Hong Kong International Airport Midfield Apron Project.
- The Midfield Apron Project is part of the Airport Authority of Hong Kong (AAHK) expansion plan to meet increased passenger demand.

February 2017



Order value
EUR 10 million

- Significant orders for marine propulsion, shore power supply, and crane electrification systems, combined value of EUR 10 M.
- Highlights the group's pivotal position in the global Ports & Maritime segment.
- One of the largest of these orders is for powering and controlling advanced rail-mounted gantry cranes and Automatic Stacking Cranes with motorised cable reels at two container terminals.

February 2017



Order value
EUR 11.5 million

- Aircraft systems to major airports in the UAE, the UK and the US.
- For Dubai International Airport, Cavotec was awarded a turnkey contract to for Super Cool DX PCA.
- In the US, the orders include fuel hydrant systems for applications and its latest converters and hatch pit. Scheduled for completion by early 2018.
- In the UK, Cavotec secured a major advanced aircraft refuelling, deliveries scheduled to be completed in the third quarter of 2017.

Breakthrough turnkey project for at Al Maktoum airport

March 2017



Order value
EUR 17.5 million

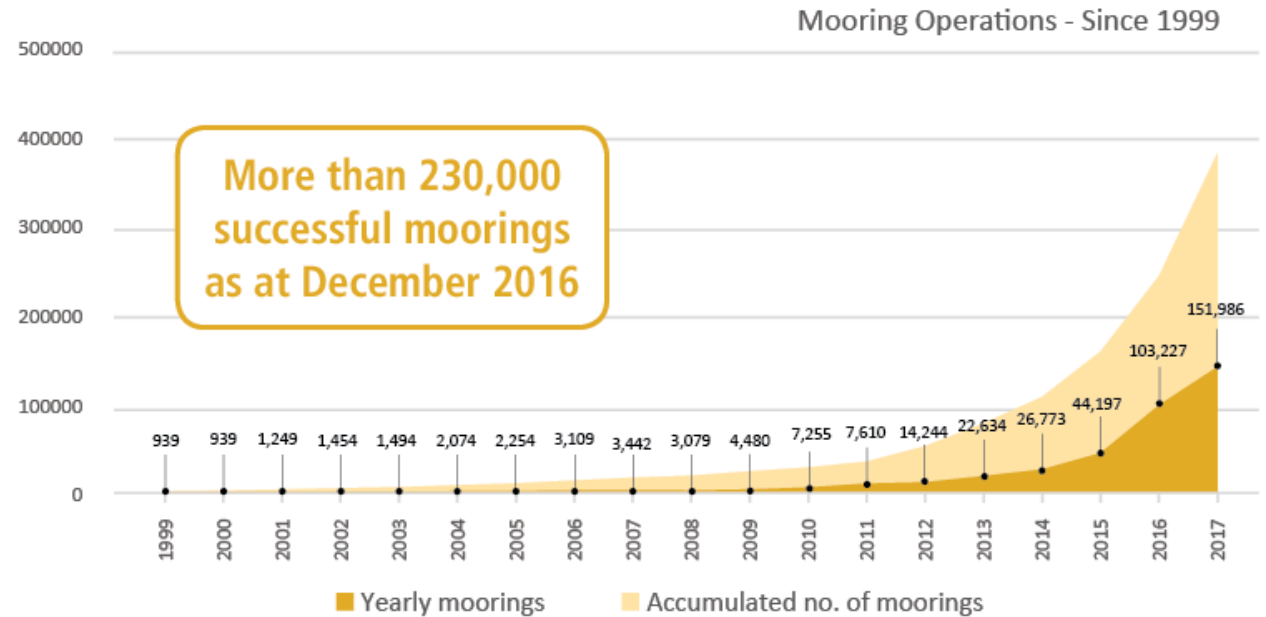
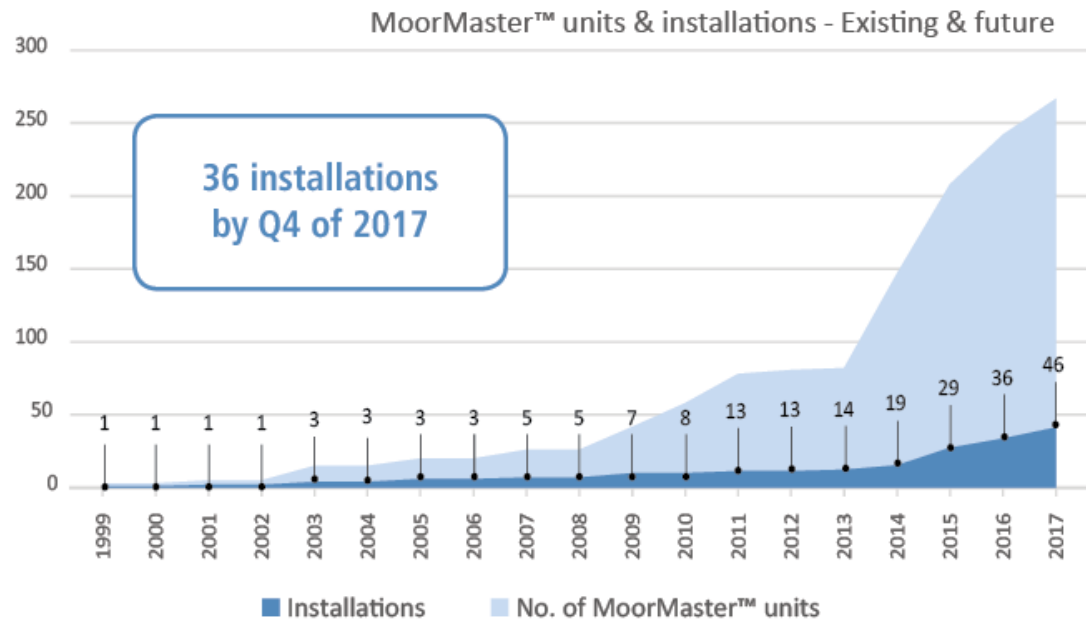
- Breakthrough EUR 17.5 M order for Pre-Conditioned Air (PCA) and 400Hz power technologies for Dubai's Al Maktoum International, one of the largest airport equipment project wins in the Cavotec's history.
- Deliveries to start in the second quarter of this year, with the first phase of commissioning planned for the third quarter.
- The project consists of a large number of Multiple Aircraft Ramp System stands, where the supplied equipment will service all types of aircraft, including the Airbus A380.

MoorMaster™ is an automated technology that moors ships without the need of mooring ropes.

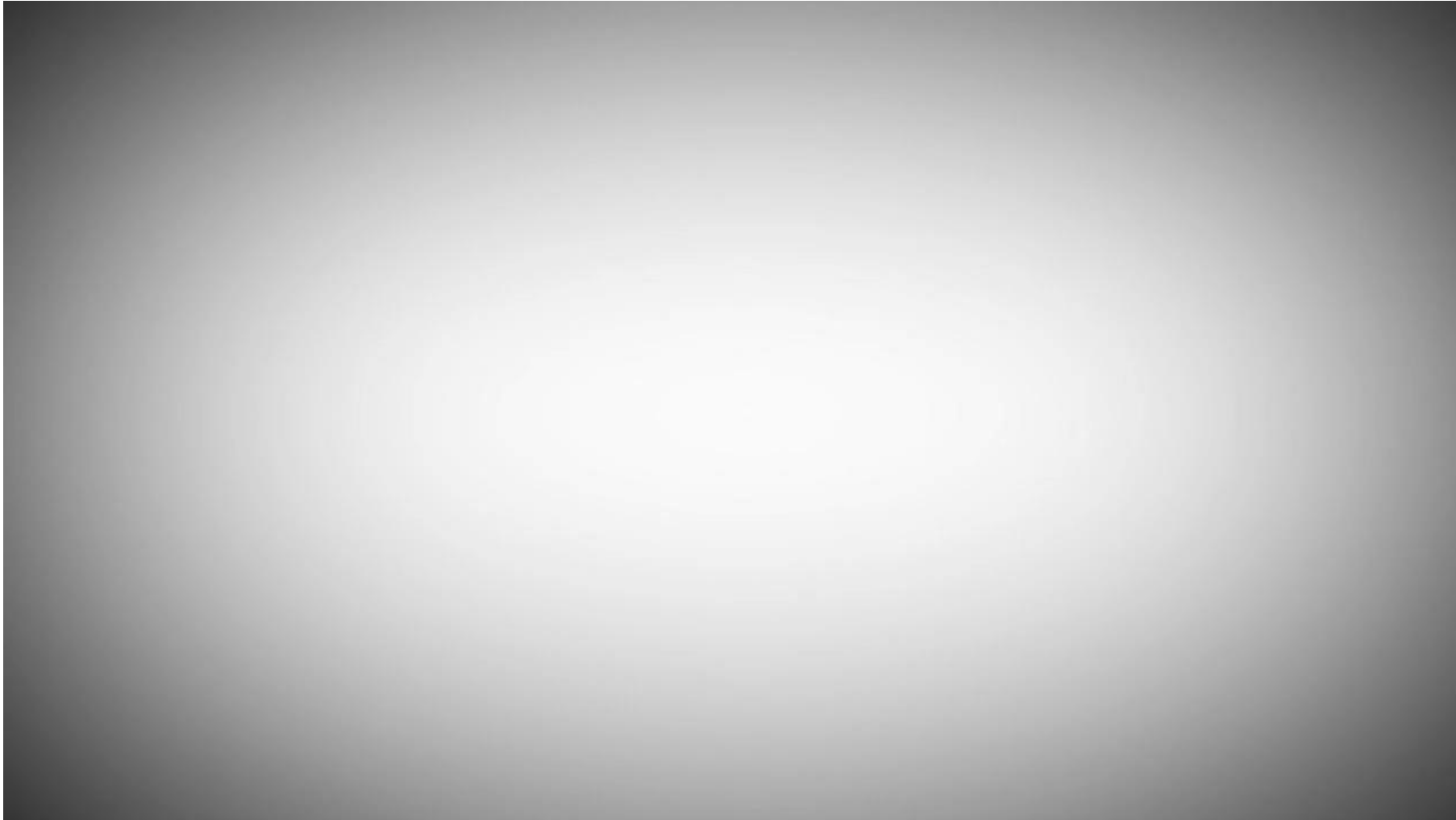


- Remote controlled vacuum pads on hydraulic arms extend, attach and moor ships in seconds, compared to up to an hour with conventional mooring.
- MoorMaster™ holds the largest 450,000 dwt bulk vessels and 19,200 TEU container vessels.
- Growing interest in off-shore and other innovative applications.
- 36 installations by the end of 2016 with more than 260,000 successful moorings to date.

MoorMaster™ units, installations & mooring operations



A world first – Cavotec MoorMaster South Africa





APS – E-ferries:

- At berth for 10 minutes, need to charge for as long as possible
- Need to connect & disconnect fast, < 30s
- ***Solution: Automated mooring and charging***



APS – E-RTG:

- Automated connection and disconnection to the grid
- Need to connect & disconnect fast, < 30s
- ***Solution: Automated Plug-In with cable reel and connector***



Cavotec turnkey solutions for retrofitting vessels

- Complete engineering, supply and installation of shore power system for retrofitting a container vessel in order be shore power equipped.
 - Fixed wire AMPTainer, (port and/or starboard side), or Plug-in AMPTainer with change over panel in the steering room.

Cavotec solutions in line with customer requirements

- Minimise CAPEX and optimise OPEX.
- Flexible and trouble free Shore Connection System.
- Enhanced operational efficiency with faster connection to the grid.
- Reduce ports emissions.

By configuring our advanced wireless radio remote controls, tablets, video links, screens, control chairs and joysticks, we are implementing remote-controlled, tele-operations and semi-autonomous operations, meeting specific customer needs at applications all over the world.



- Enhanced safety and reliability by removing operators from hazardous areas.
- Faster, safer movement of materials reduces operating costs.
- Improved asset use increases capacity and productivity.
- Optimised operations contribute to extended plant lifecycle, reduced maintenance and downtime and reduced CO2 emissions.
- Real-time process monitoring (and data storage) on remote displays and control rooms.
- For mining applications, Cavotec HOI can serve as a back-up for the Autonomous Haulage System (AHS).

Cavotec is a leading systems integrator of advanced Ground Support Equipment (GSE) for the global airports sectors.



Zero Emission Ramp

- Minimise tarmac congestion.
- Improve efficiency and reduce environmental impact.
- Help airlines and airports to enhance passenger movement.
- Improve the use of data and control systems, and achieve safety and environmental targets.
- Ensure collision avoidance between GSE and aircraft.



Cavotec Specimas new premises ready 4Q17



- 16,300sqm of workshop area, office space and allows for future expansion of a further 4,900sqm of workshop area.
- Facility to be fitted with the latest energy-saving and environmentally-friendly equipment.
- The roof of the facility will be fitted with 230kW solar energy panels.



Thank you for your attention

cavotec.com



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