



KONECRANES' PRESENCE AROUND THE WORLD

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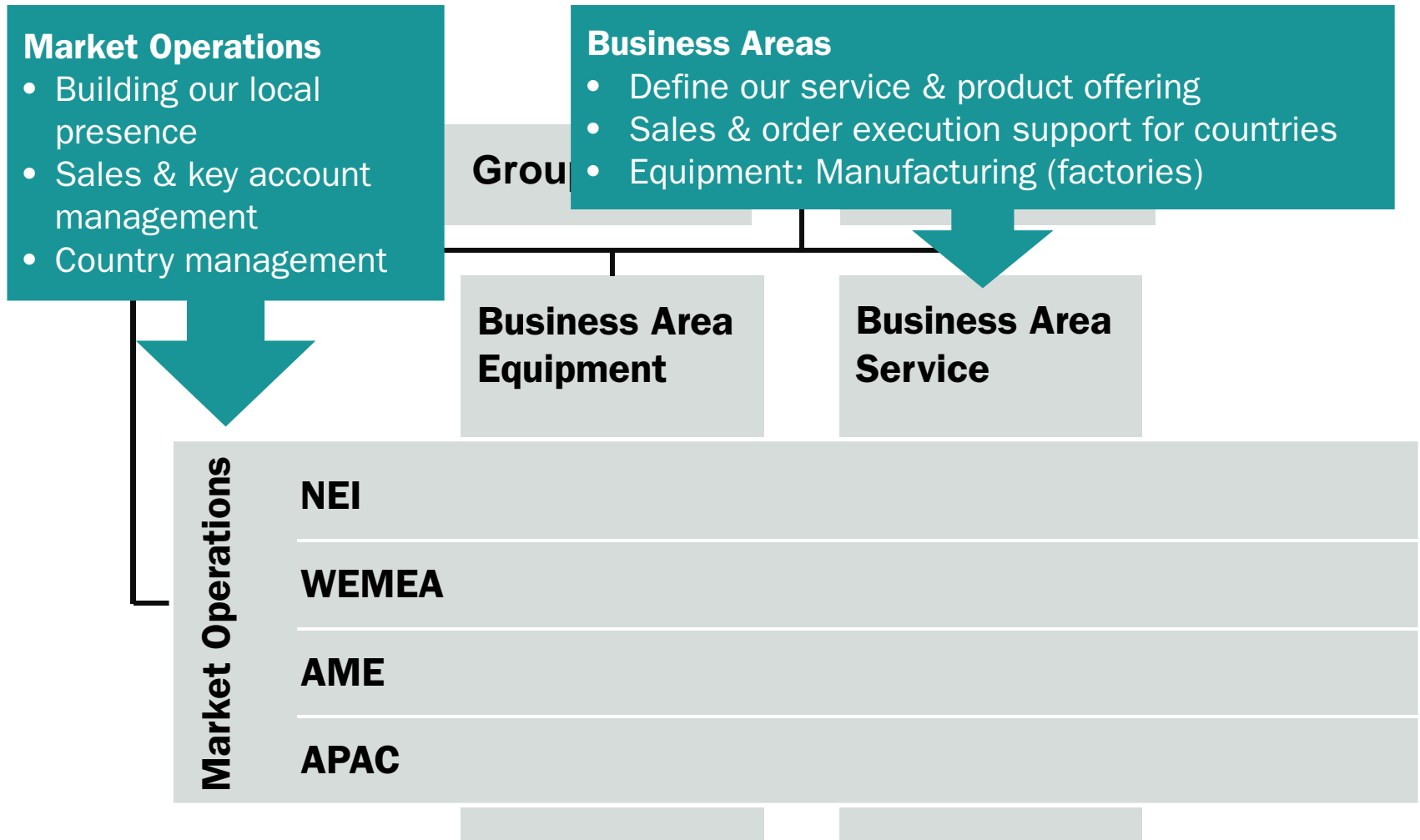
- Our customer interface
- Expanding our presence organically
- Building our presence with acquisitions
- Current presence
- Summary



A woman and a man, both wearing white hard hats and light-colored shirts, are standing outdoors on a construction site. The woman, on the left, is wearing a white hard hat with a red 'C' logo and a white button-down shirt. She is holding a large sheet of paper and pointing at it with her right hand. The man, on the right, is wearing a white hard hat with a blue logo and a light blue striped button-down shirt. He is looking at the paper and gesturing with his right hand. The background shows a blurred view of a construction site with greenery and buildings.

OUR CUSTOMER INTERFACE

OUR CUSTOMER INTERFACE



EXPANDING OUR PRESENCE ORGANICALLY



TOOLS FOR BUILDING OUR PRESENCE ORGANICALLY

- Using both Konecranes brand and our powerbrands (Component business) to manage our presence



TOOLS FOR BUILDING OUR PRESENCE ORGANICALLY

Depending on geographical market size, coverage either by Konecranes and/or by powerbrands

END-USERS

Equipment & Service



KONECRANES®

DISTRIBUTORS

Components & technical support (incl. parts)



M E S
SANMA™

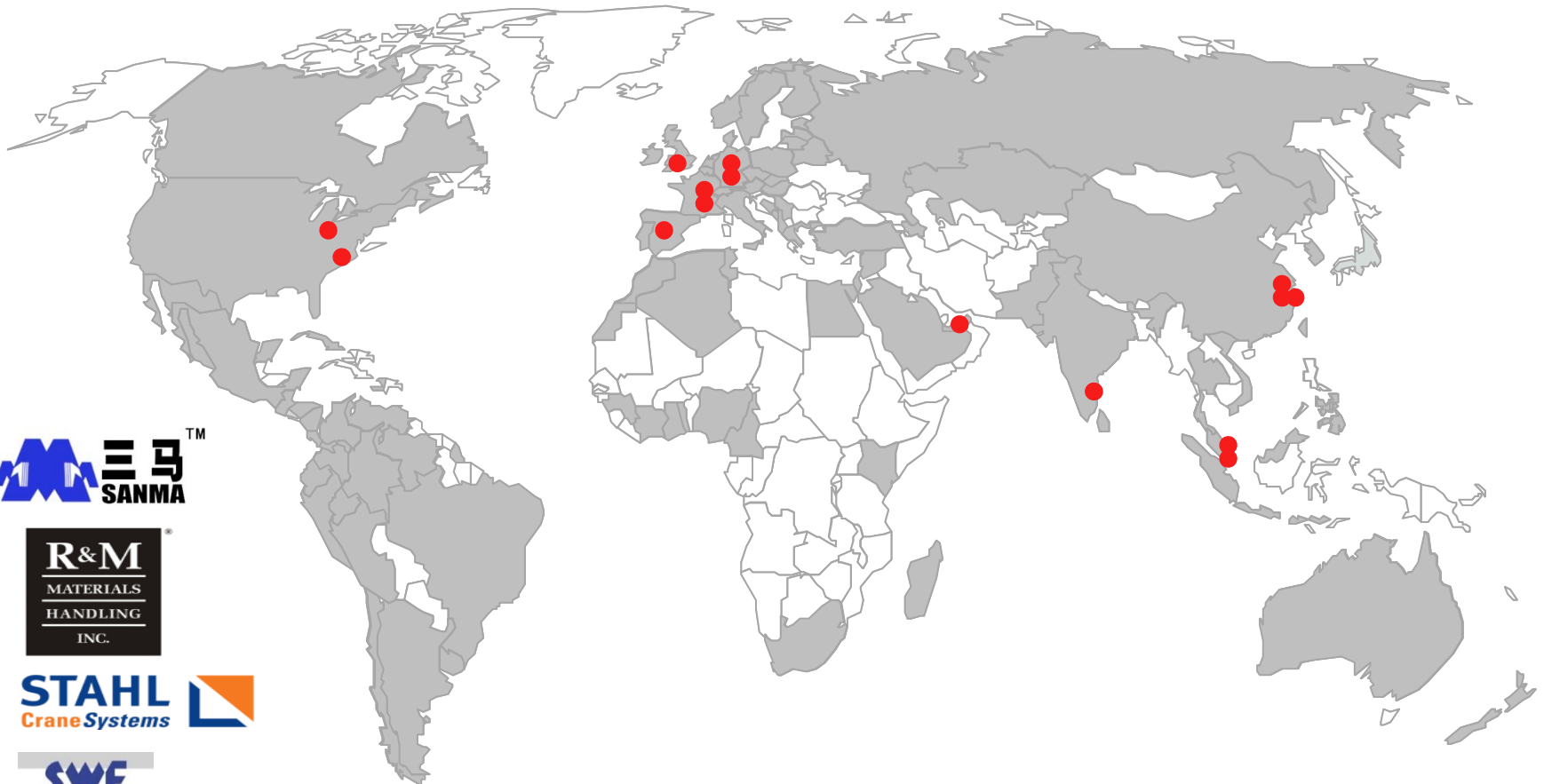
VERLINDE
LIFTING EQUIPMENT

R&M
MATERIALS
HANDLING
INC.

SWF
KRANTECHNIK

STAHL
CraneSystems

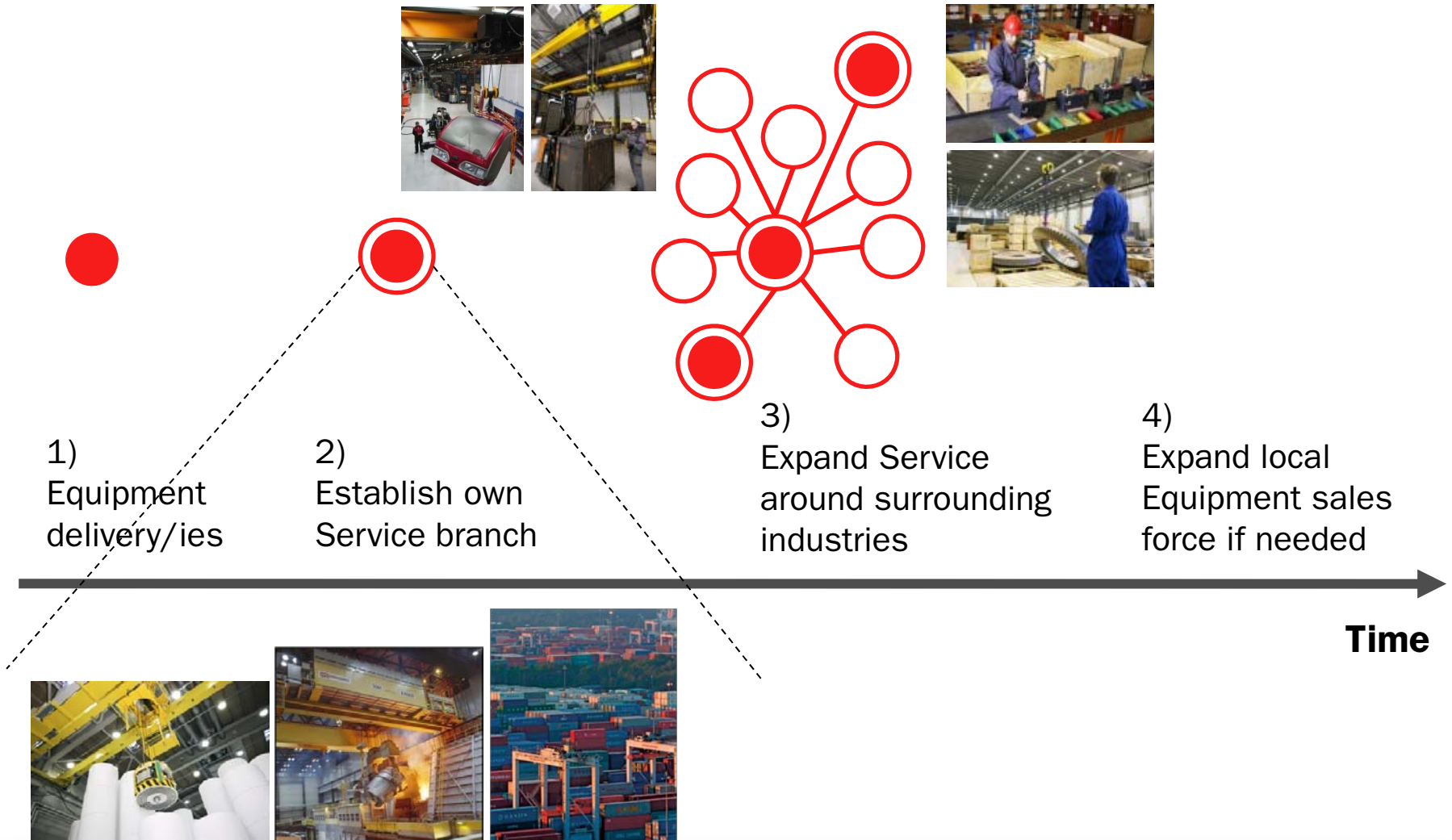
COMPONENTS: LOCAL BRAND-SPECIFIC OFFICES & SALES COVERAGE



TOOLS FOR BUILDING OUR PRESENCE ORGANICALLY

- Using both Konecranes brand and our powerbrands (Component business) to manage our presence
- **Agents**
 - Only representing us, not allowed to make commitments for us
 - Used when no own presence or local knowledge
 - Due to wide geographical market, used mostly by Lift trucks and Port Cranes
- **Distributors**
 - Buying from us, but selling forward to their own customers
 - Used by Components and Lift trucks

NEW COUNTRY: GROWTH WITH OWN LOCAL ORGANIZATION



EXISTING COUNTRY: EXPAND SYSTEMATICALLY

- Service & Equipment
 - Working hand in hand
 - Mutual lead generating (strong cross-promotion)
 - Salespersons focus on sales, not on order execution
- Systematic penetration into local area, "sector-by-sector"

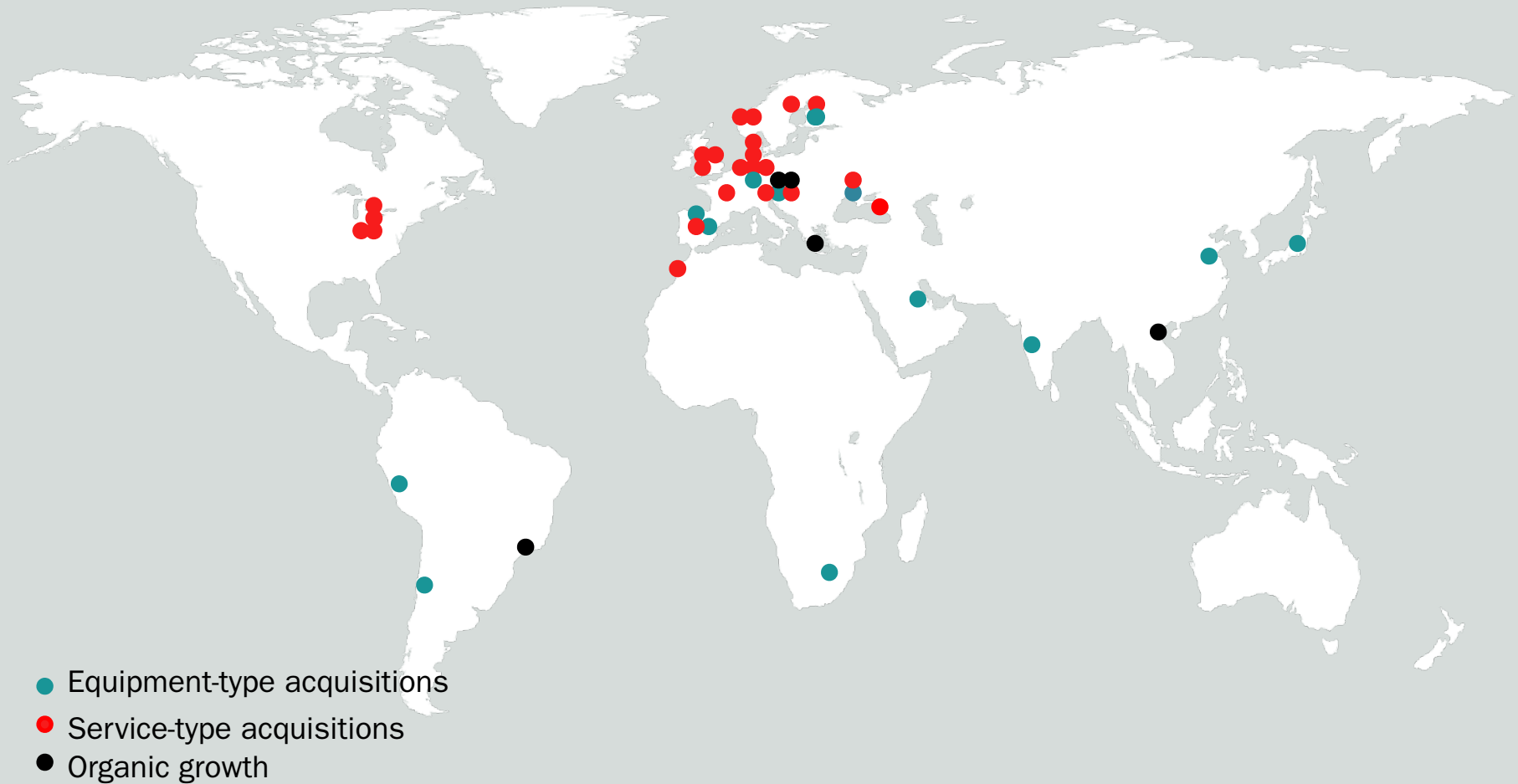


BUILDING OUR PRESENCE WITH ACQUISITIONS

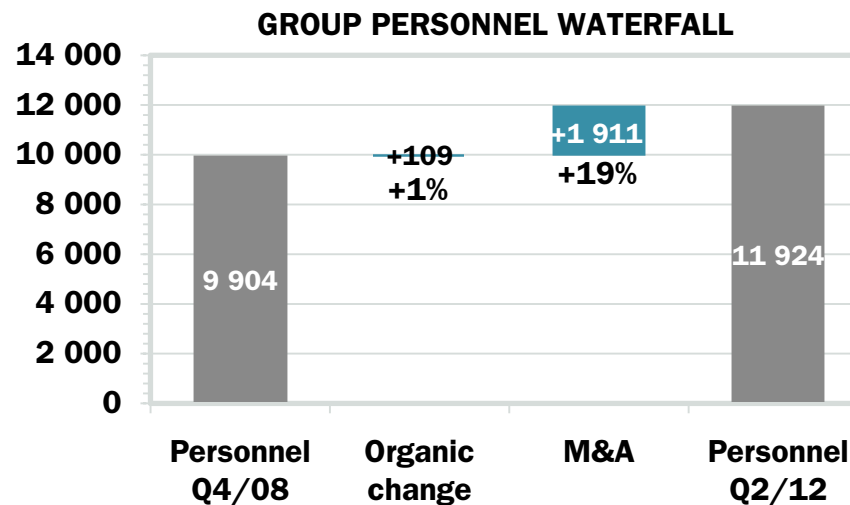
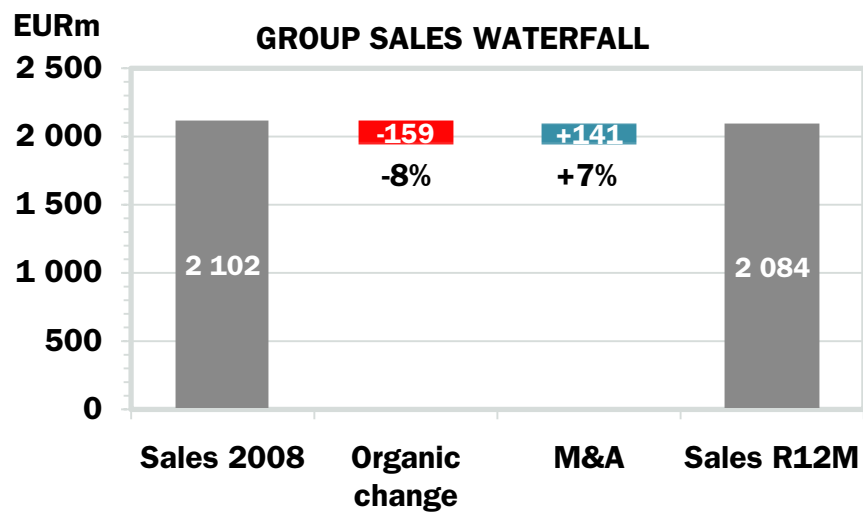
A low-angle photograph of a modern building with a large, red, 3D 'KONECRANES' sign on its facade. In the foreground, a man wearing a white hard hat and a light blue shirt is looking up at the building. The sky is blue with scattered white clouds.

KONECRANES

ACQUISITIONS 2008-2011

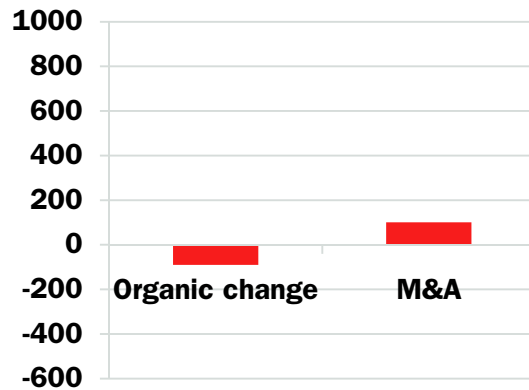


GROUP SALES AND PERSONNEL 2008-Q2/12

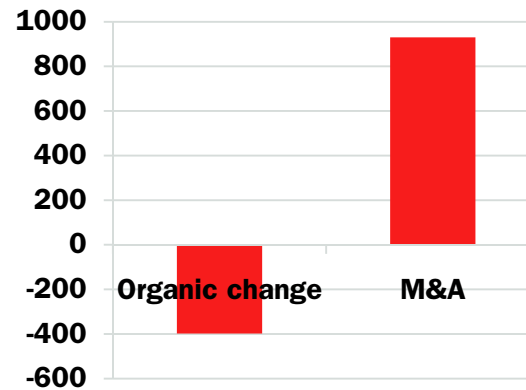


GROUP PERSONNEL PER REGION 2008-Q2/12

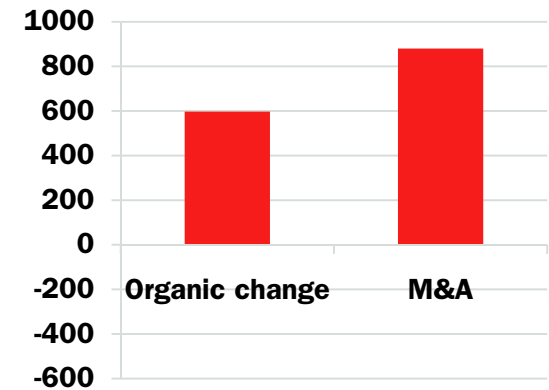
**AME PERSONNEL CHANGE
Q4/08-Q2/12**



**EMEA PERSONNEL CHANGE
Q4/08-Q2/12**



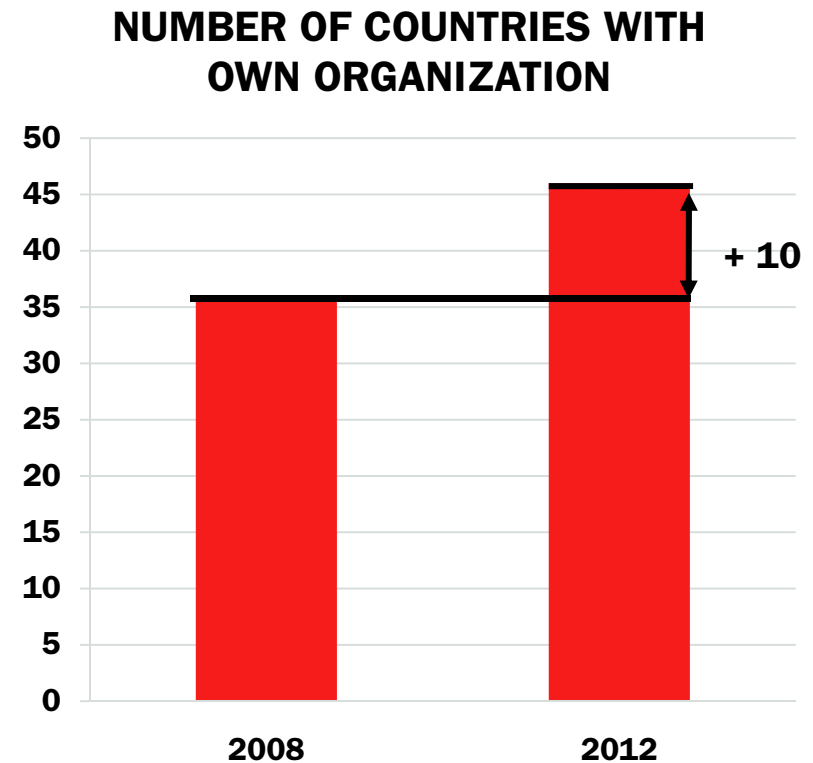
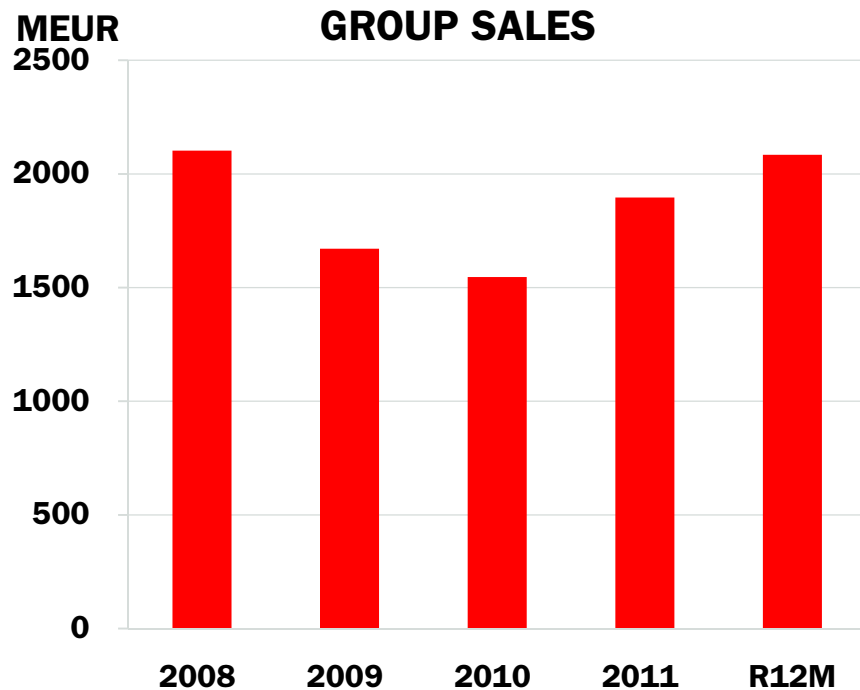
**APAC PERSONNEL CHANGE
Q4/08-Q2/12**



CURRENT PRESENCE



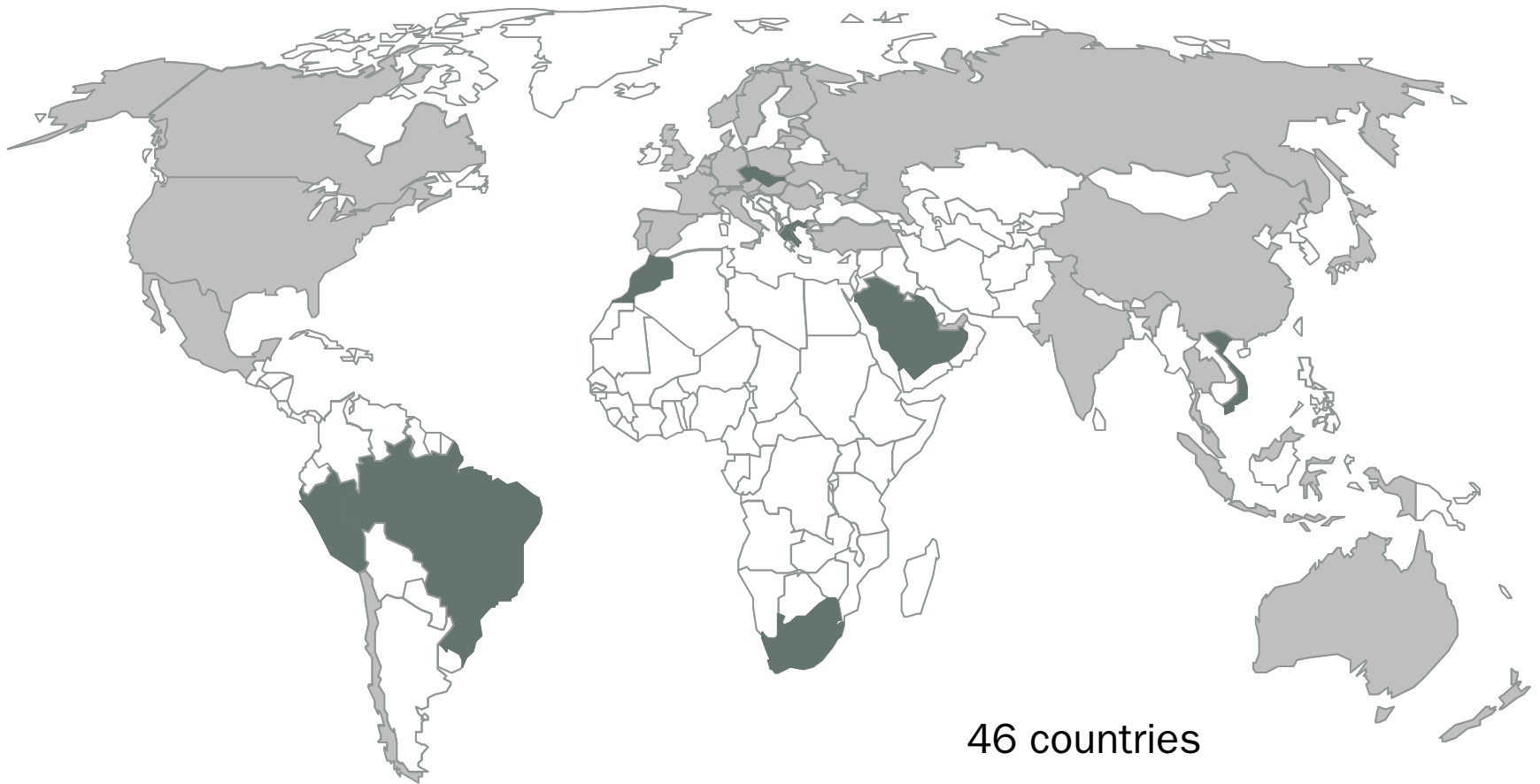
GROUP SALES AND NUMBER OF COUNTRIES WITH OWN ORGANIZATION



PRESENCE OF OUR OWN ORGANIZATION IN 2008



PRESENCE OF OUR OWN ORGANIZATION IN 2012



OUR CURRENT COVERAGE



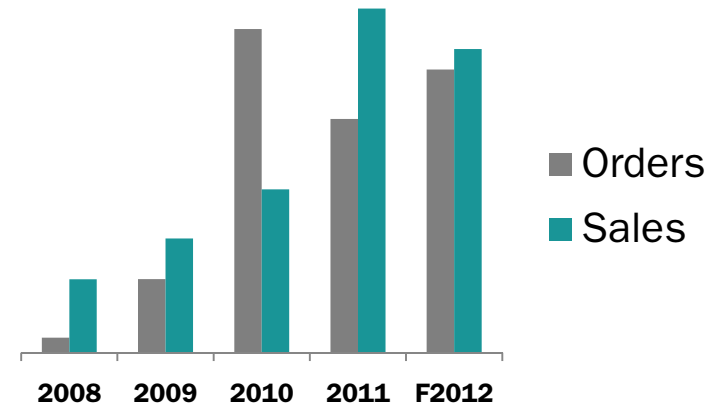
KONECRANES®

 = Agents mainly for Lift trucks, Port Cranes



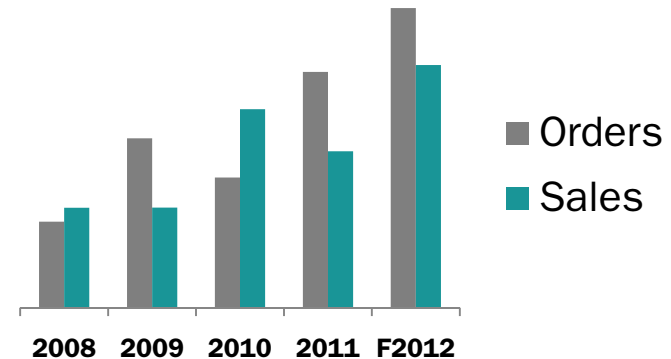
CASE INDIA

- One person in 2007. Occasional imports earlier. Today ~ 800 own employees
- Organic growth: Building operations in Pune
- Acquisition: WMI Cranes in 2011
- What do we have currently
 - Extension of our ordinary product offering with a local Indian product
 - Installed base for Service to penetrate
 - India to our sourcing map
 - Ongoing factory investment (not yet operational)
 - Internal, globally supporting engineering and IT center



CASE AFRICA

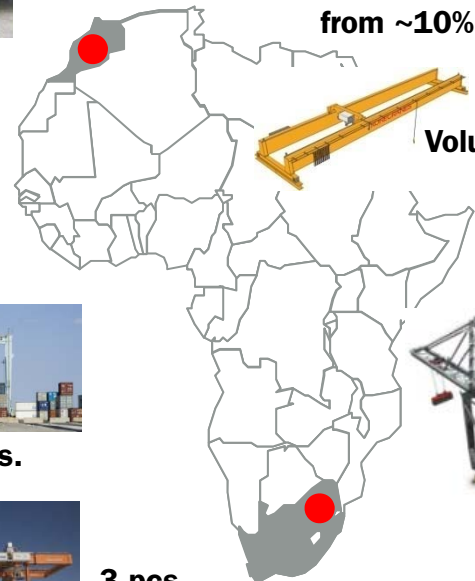
- Increased focus on Africa in latter part of previous decade
- Acquisitions
 - 2009: Dynamic Cranes Systems (ex-licensee), South Africa, industrial crane-company
 - 2010: Techniplus, Morocco, lift truck and port crane distributor & service company
- In South-Africa, currently
 - Investing to build service organization & extending the offered crane range
 - Expanding the activity gradually to Sub-Saharan area
- In Morocco, currently
 - Extending the scope from lift trucks & port cranes to industrial cranes
 - Investing to build service organization based on earlier imported own cranes



Service Contract Base growing



Share of LT orders from ~10% to ~20%



Volume growing



50+ pcs.



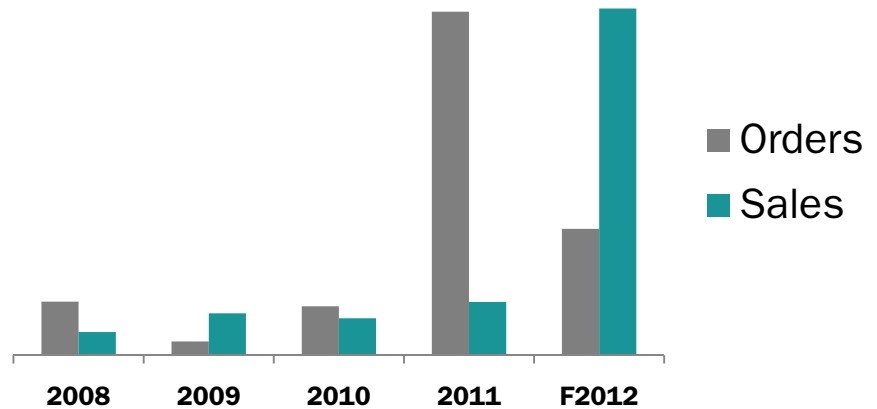
3 pcs.



2 pcs.

CASE BRAZIL

- Earlier: Equipment business with agents
- Currently growing organically
 - Building steady local business
 - Standard industrial cranes with local delivery capability
 - Crane service
 - Not forgetting large projects
 - Pooling internally the project delivery skills
 - Provides additional installed base for our local service



PROS AND CONS OF EXPANDING OUR GEOGRAPHICAL PRESENCE

Pros

- + Less dependency on the economic development of one specific country/area
- + Entering into a country with own setup = entry into several industries in the country
- Wider presence (geographical & industries) reduces cyclicity of the business

Cons

- Entering a new country normally means a few years of higher fixed costs to sales compared to well-established "old" operations
- Leverage suffers
- It takes some time to earn back the investment

SUMMARY



OUR PRESENCE: SUMMARY

- To build proper coverage for our wide offering requires business-specific approaches: one model does not fit all
- Equipment opens doors into new territories, Service follows. Service will always be done by own personnel only
- Coverage is quite good for major geographical markets and customer segments
- Focus on streamlining and integrating recently acquired businesses, but still maintaining open mind towards acquisitions
- Seek leverage within the current operational structures

A large world map is the background of the slide. It is populated with numerous small dots representing office locations. The dots are color-coded: red for North America, grey for Europe, and teal for Africa, Asia, and Australia. Some dots are larger than others. In the top right corner, the text 'KONECRANES®' is written in large, bold, red capital letters. Below it, 'Lifting Businesses™' is written in a smaller, red, sans-serif font.

KONECRANES®
Lifting Businesses™



ites
locations

**NOT JUST LIFTING
THINGS, BUT
ENTIRE BUSINESSES**