



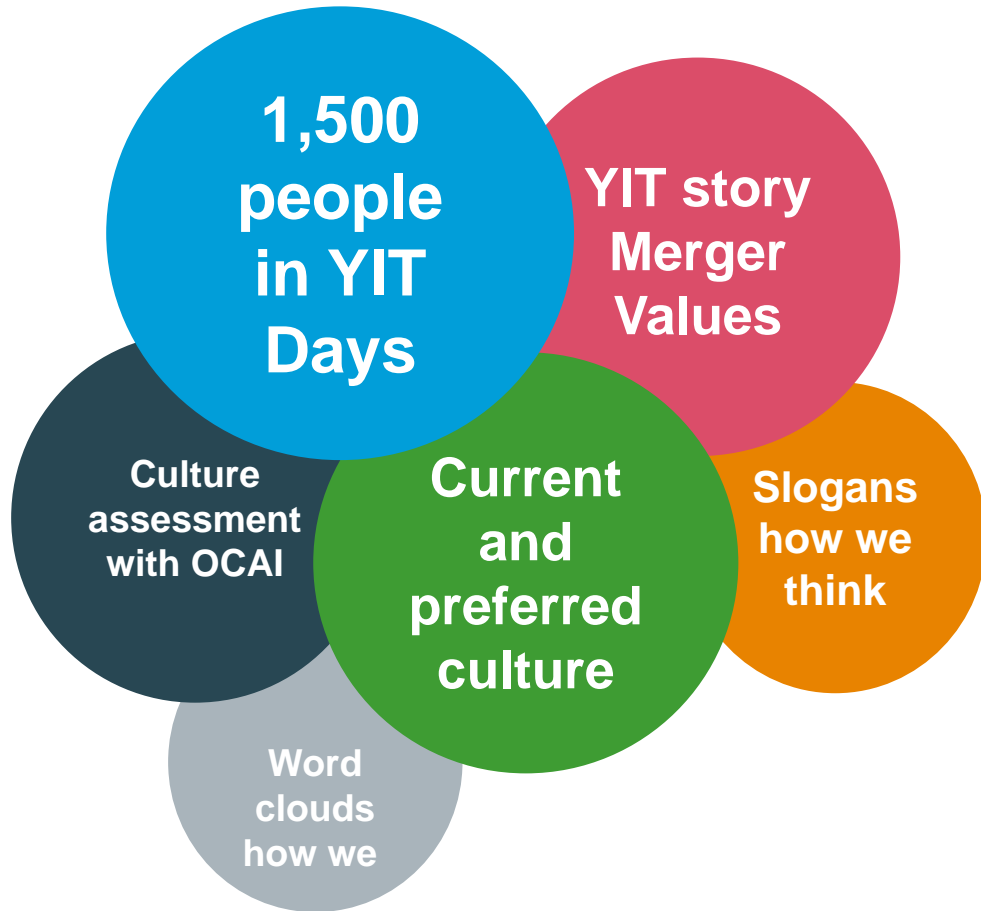
“ORANGE IS THE NEW BLUE”

CAPTURING THE SYNERGIES WHILE NAVIGATING THE OPPORTUNITIES OF BLENDED FAMILIES

PII RAULO, EVP, HUMAN RESOURCES

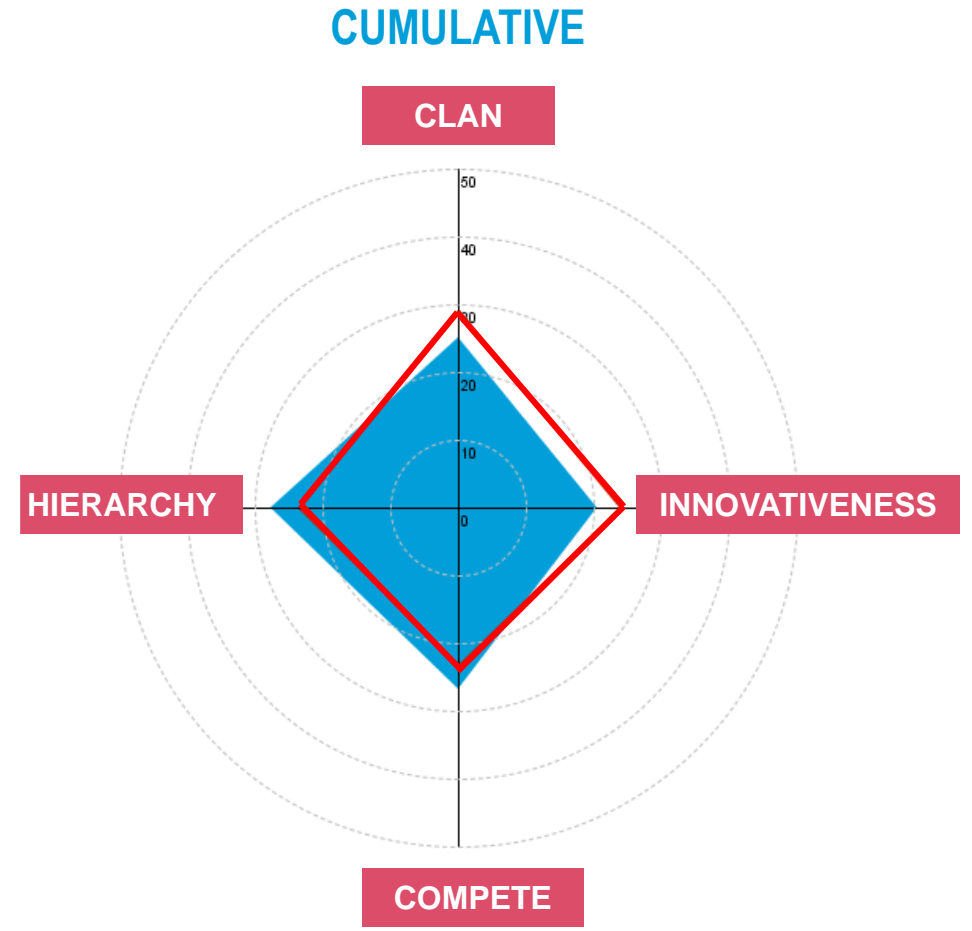
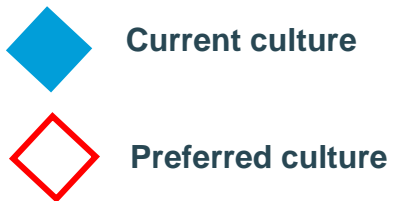
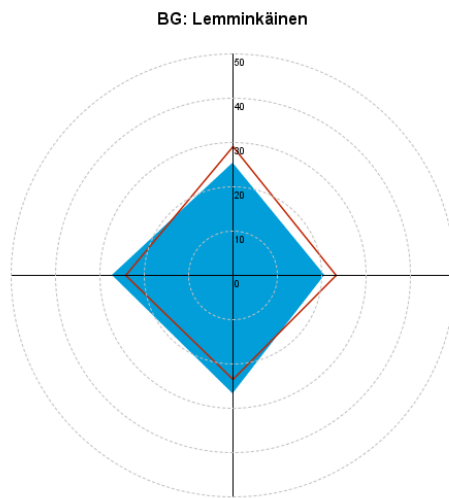
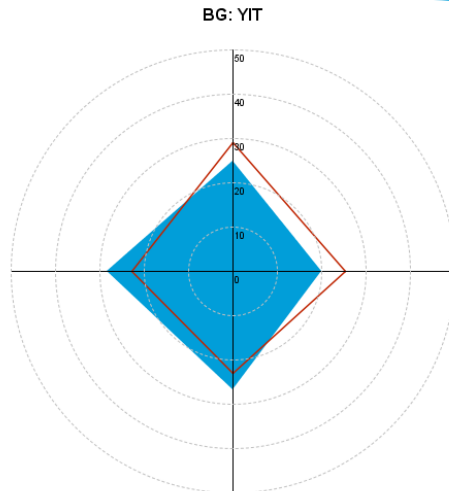
JUHANI NUMMI, EVP, INTEGRATION

"Asking costs nothing"



“Great minds think alike”

**ORGANISATIONAL CULTURE
ASSESSMENT OCAI
CUMULATIVE RESULTS:
ALL (N=876), YIT (N=380),
LMK (N=496)**



ARTEFACTS

Things we can touch, see, feel

VALUES

Ethical statement of being right

BASIC ASSUMPTIONS

Unconscious and taken for granted

“Plan – do – act”

Building a common culture

TO KNOW 2018

- Current and preferred culture
 - Define values as guidelines
-

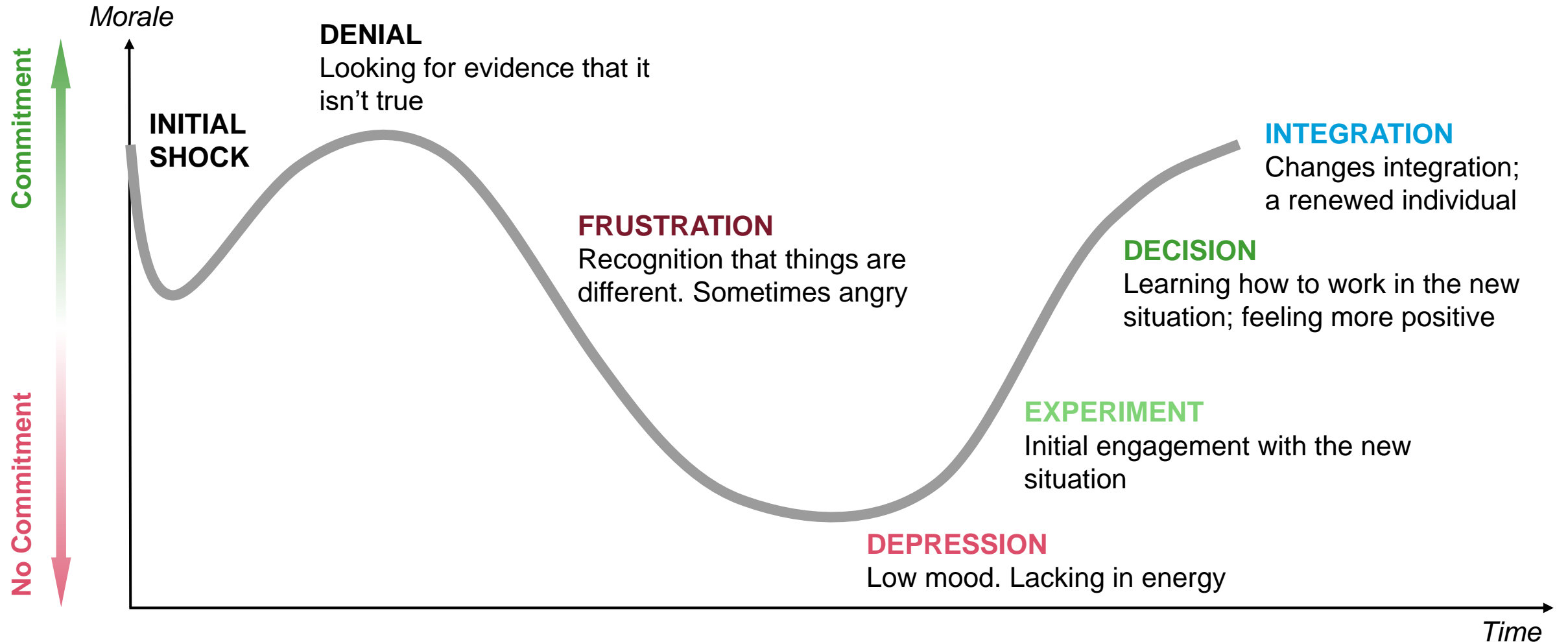
TO UNDERSTAND 2019

- Meaning of values discussed broadly
 - Management widely showing example
-

TO BEHAVE 2020

- Values visible in daily decision making
- Values taken into account in all key forums, processes and planning

“Keep calm and be YIT”

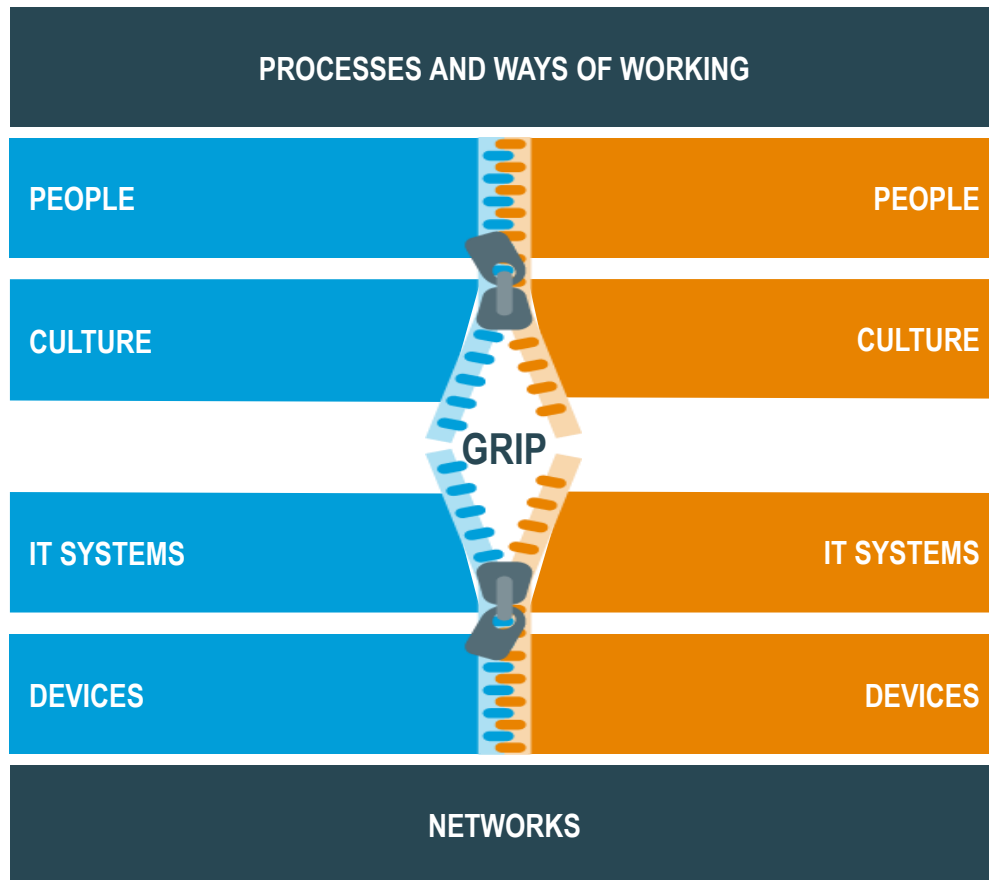


Source: Adapted from the Kübler-Ross change curve

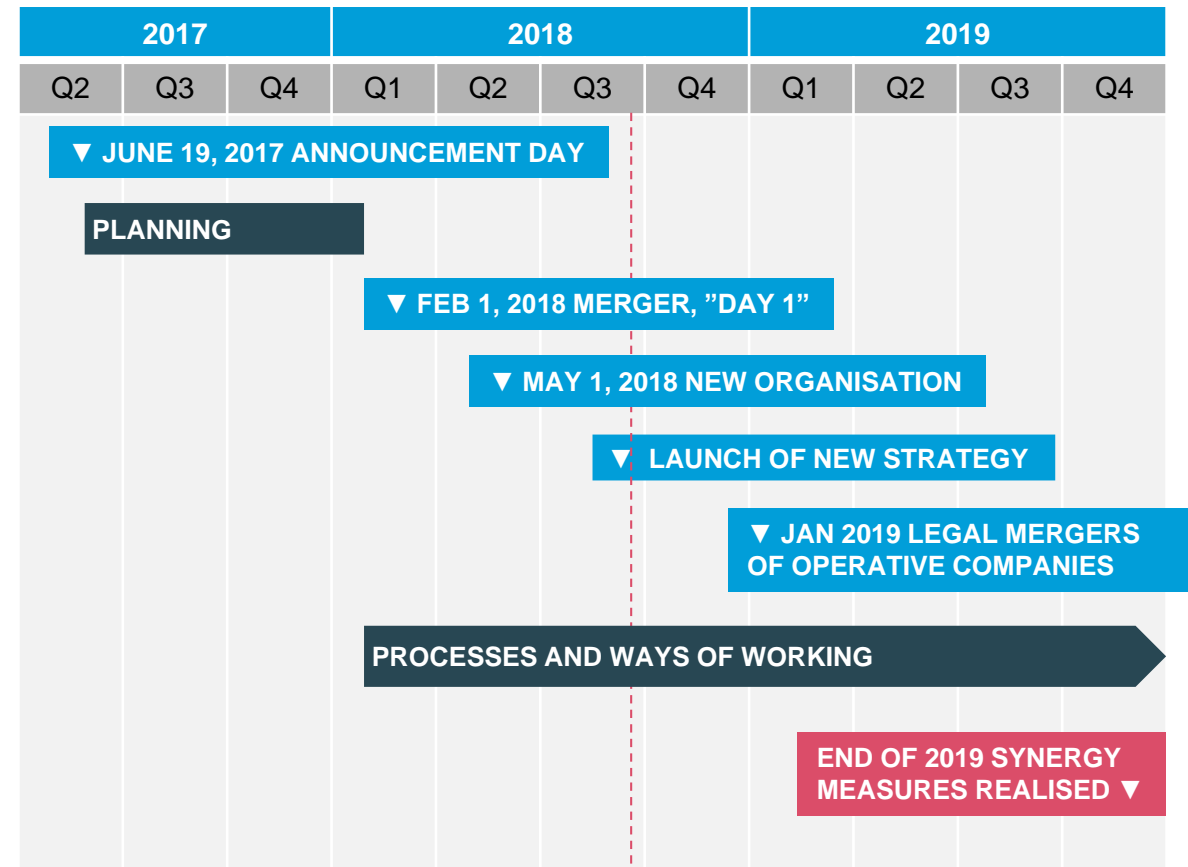
Sep 27, 2018

YIT Capital Markets Day 2018

“Act as one team”

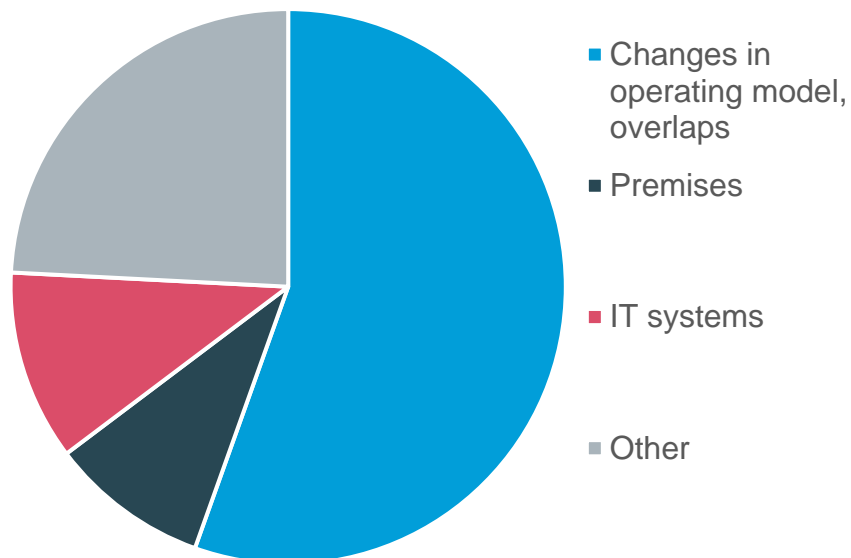


TIMELINE



“Yes we can”

MAIN SOURCES OF SYNERGY BENEFITS



Additional synergy benefits expected from refinancing in 2018–2019

Figures for 2017 and Q1/2018 are pro forma figures.
Sep 27, 2018 YIT Capital Markets Day 2018

ESTIMATED TIMING OF SYNERGY BENEFIT MEASURES, RUN RATE

3/2018	6/2018	2018E	2019E	2020E
6	34	35–40	40–50	40–50

cumulative from 2018

ESTIMATION OF ACHIEVED SYNERGY BENEFITS, REPORTED IN EBIT

Q1/2018	H1/2018	2018E	2019E	2020E
3	7	14–20	32–40	40–50

annual

ESTIMATED INTEGRATION COSTS²

3/2018	6/2018	2018E	2019E	2020E
5	8	25	35	40

cumulative from 2017

ANNUAL SYNERGY BENEFIT TARGET¹ AT LEAST

40–50
EUR MILLION

COST ESTIMATE AT MAXIMUM

40
EUR MILLION

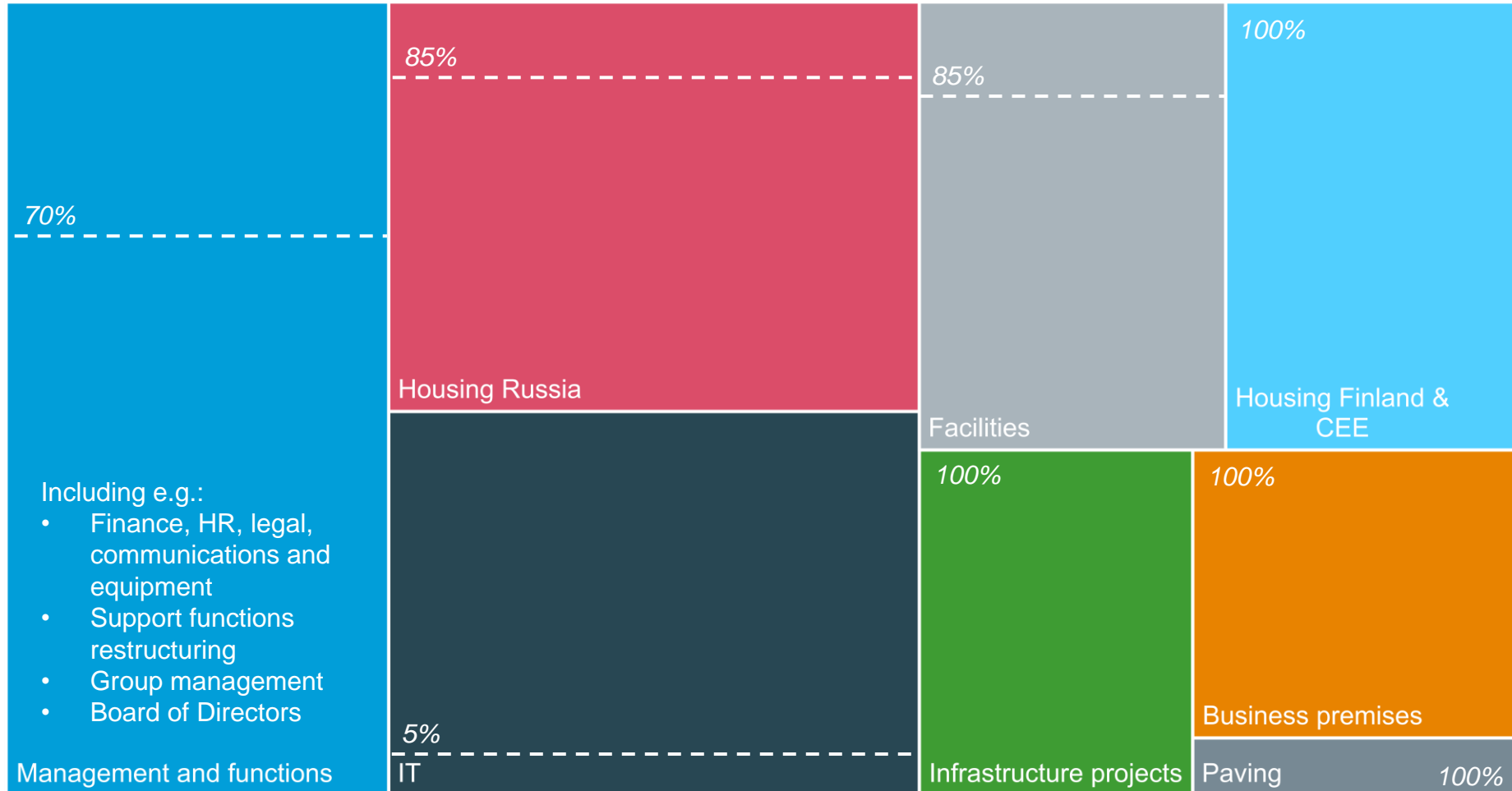
¹ Full EBIT improvement potential per annum by the end of 2020, target set in June 2017

² Integration costs for 2017, EUR 4 million included in the cumulative figure

“Made by YIT”

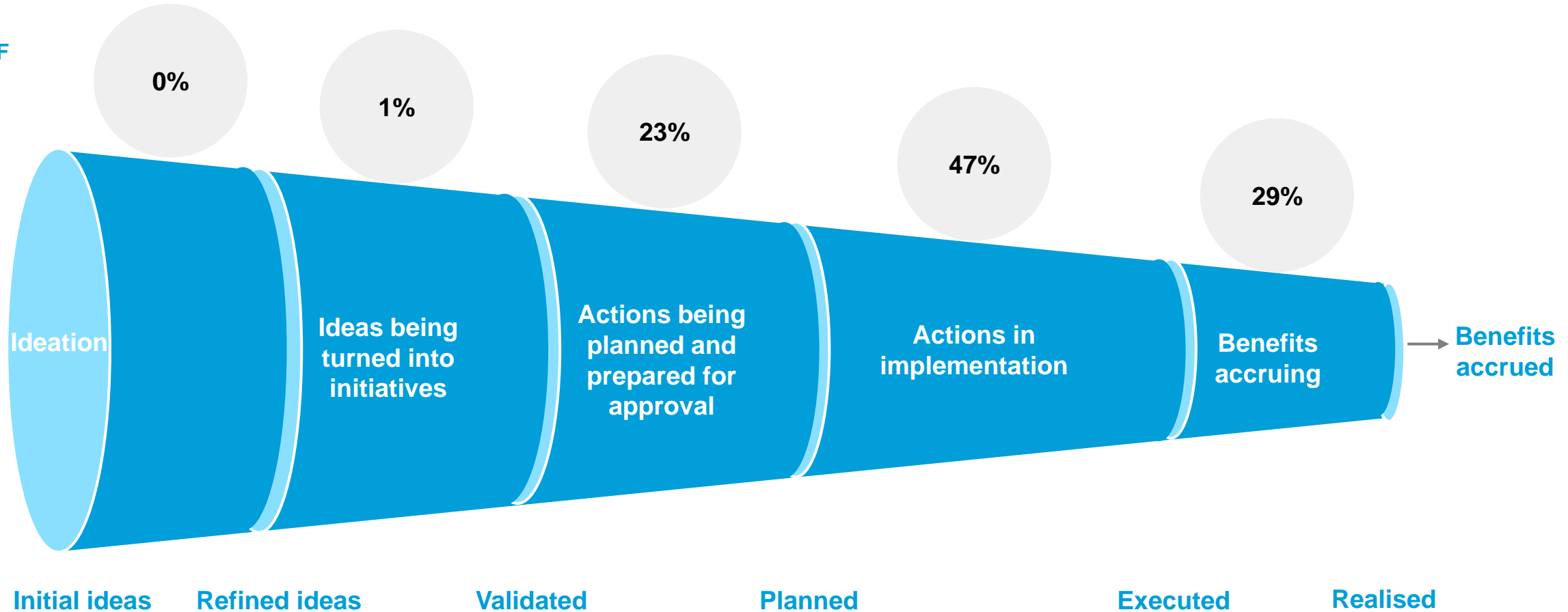
COMPLETION RATE
OF SYNERGY
ACTIONS PER AREA
(JUNE, 30 2018)

**EUR 34
MILLION**
*of which
restructuring
24 M€*



"More together"

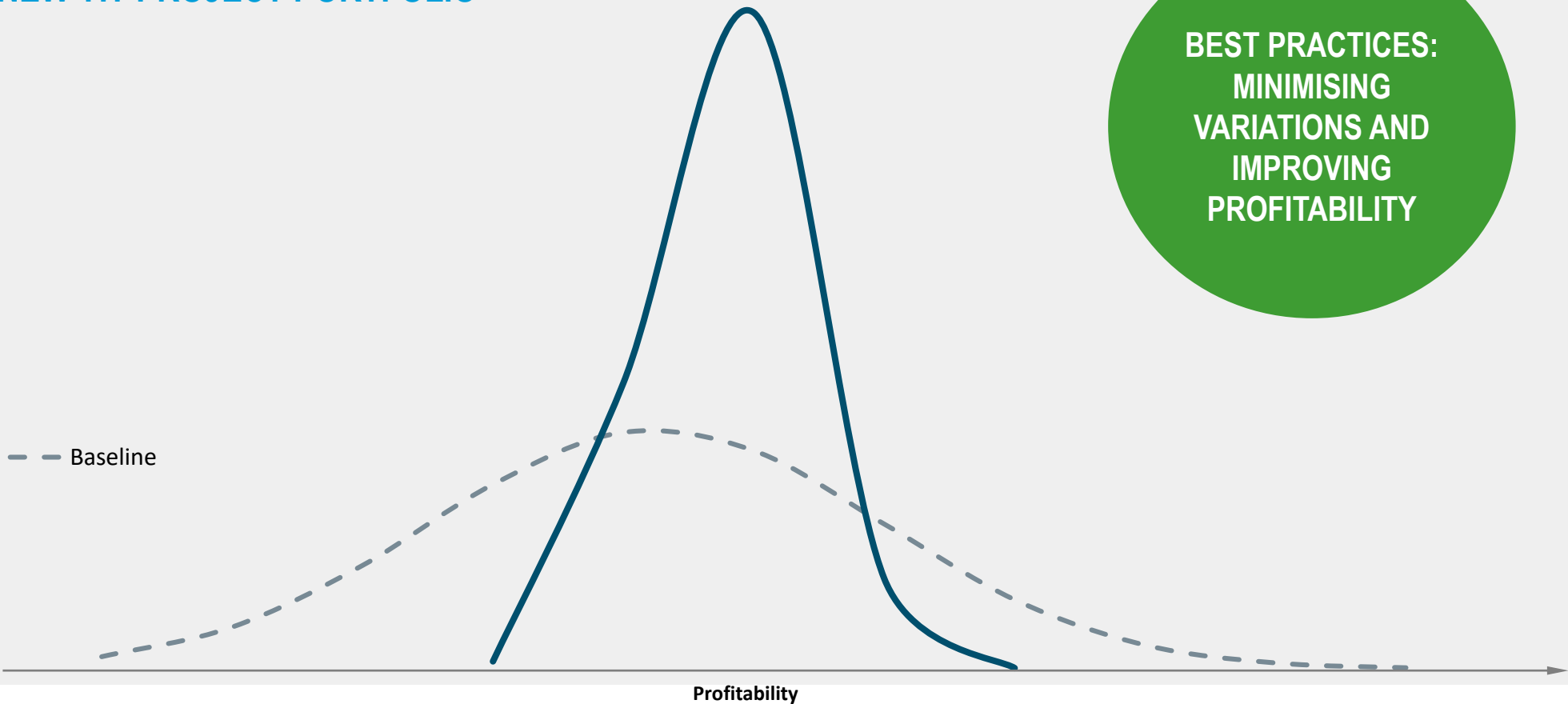
NUMBER OF SYNERGY IDEAS



NEW YIT: Sharing best practices

NEW YIT PROJECT PORTFOLIO

**BEST PRACTICES:
MINIMISING
VARIATIONS AND
IMPROVING
PROFITABILITY**



Integration targets – approved KPIs

1 **CUSTOMER** satisfaction and activity towards customers are increased

- Net Promoter Score (NPS)
- Margin backlog

2 **OUR PEOPLE** form a new, stronger organisation

- Spirit
- Exit-%

3 **FINANCIAL** synergies are realised

- Synergies realised
- Cumulative integration costs

4 **INTEGRATION PROCESS** successfully carried out

- Day 1 success
- One company identity and practices created



SLOGANS FROM THE YIT DAYS

