

YIT as an investment

Creating
sustainable
success through
sustainable living

May 2022 | Helsinki

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2. Strategy
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1

YIT in brief

The largest Finnish and a significant North
European urban development and
construction company

YIT in brief

REVENUE IN 2021*

2.7 B€

ADJUSTED OPERATING PROFIT IN 2021*

85 M€

OUR CUSTOMER OFFERING



Housing



Business Premises



Infrastructure



Property Development

REVENUE AND PERSONNEL BY SEGMENT AND REGION IN 2021



REVENUE
2.7 B€

REGION

Finland

Scandinavia

Baltic countries

Central European countries



PERSONNEL
~5,500

SEGMENT

Housing

Business Premises

Infrastructure

Property Development

Group



FINLAND

SWEDEN

NORWAY**

ESTONIA

LATVIA

LITHUANIA

POLAND

CZECH
REPUBLIC

SLOVAKIA

We have a strong customer focus and a clear purpose

Creating better living environments

With over a hundred years' expertise
from building foundations for better living...

...we make sustainable living easy
for people, business and our society.

Our customer offering



Housing

We build functional and sustainable homes and environments in growing cities, making sustainable living easy.



Business Premises

We build and renovate schools, hospitals, commercial and public spaces to ensure optimal usability over the life cycle.



Infrastructure

We build railroads, bridges, tunnels, structures and facilities in demanding environments to enable a smoother flow of sustainable living for people, businesses and society.



Property Development

We develop future-proof urban environments, catering for changing needs of sustainable living for people, businesses and society.

Reasons to invest in YIT

1

Clear focus and
profitable growth
in housing

2

Large land bank

3

Strong brand and
market position

4

Growing dividend

2

Strategy

We launched a new strategy for
2022-2025 to deliver predictable,
market-leading results

**Our strategy
for 2022-2025
is to deliver
predictable results**

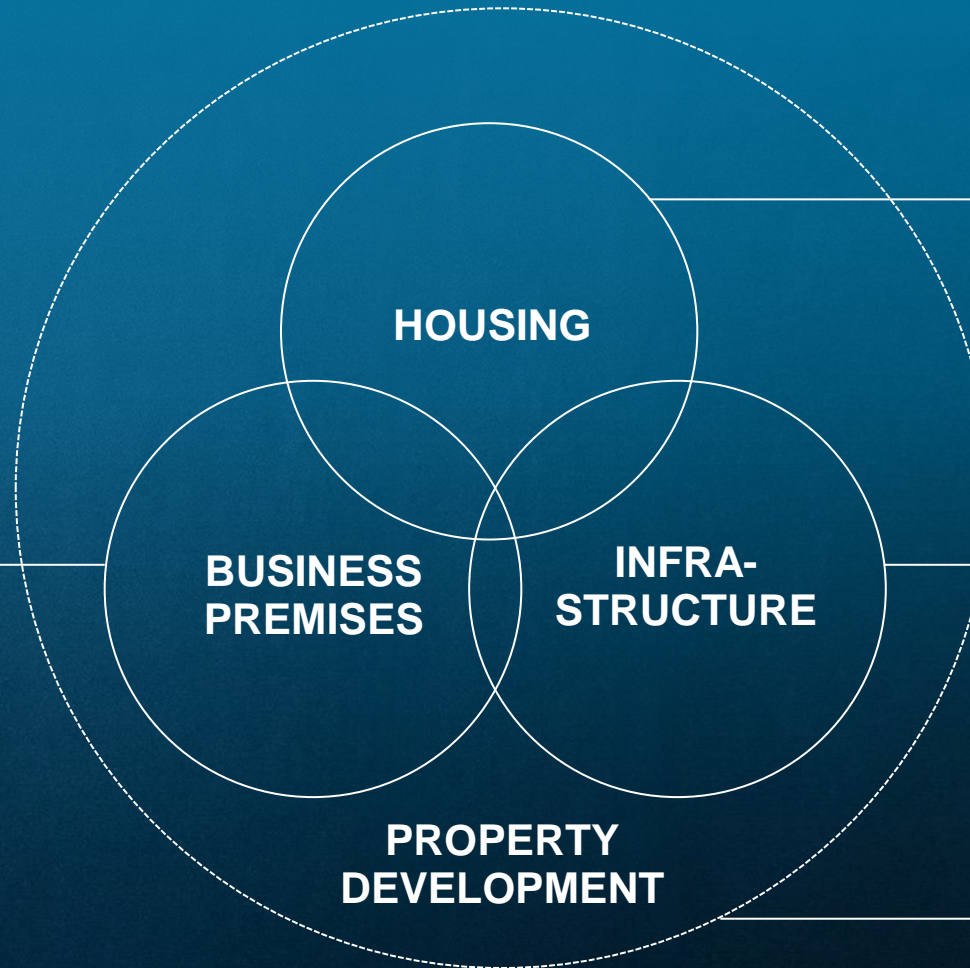
Redefined and clarified
business model with clear focus

Execution through
3 strategic priorities

Solid path to reach
EBIT of >6%

We have a clear business model

Focus on
core project
types to
generate
strong **profit**
and stable
cash flow



Drive **growth**
in growing cities

Leverage
competencies
to generate strong
profit and stable
cash flow

Fuel growth
in housing and
profitability in the
other segments

We execute our strategy through 3 strategic priorities

FOCUS

- Grow in housing
 - Service business no longer in focus
 - Divest non-core assets
-

PRODUCTIVITY

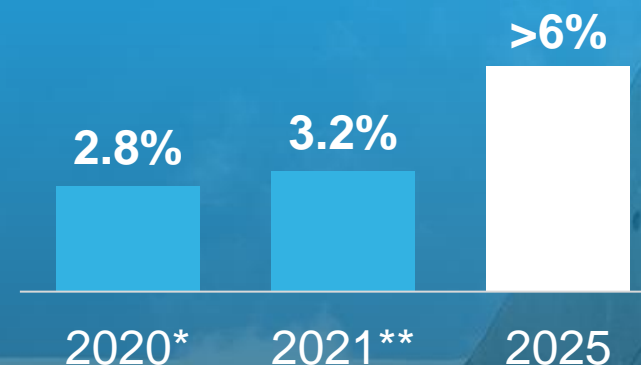
- Execute transformation in Infrastructure and Business Premises
 - Drive efficiency in production and scale in supply chain
 - Implement an agile and empowering operational model
-

ESG

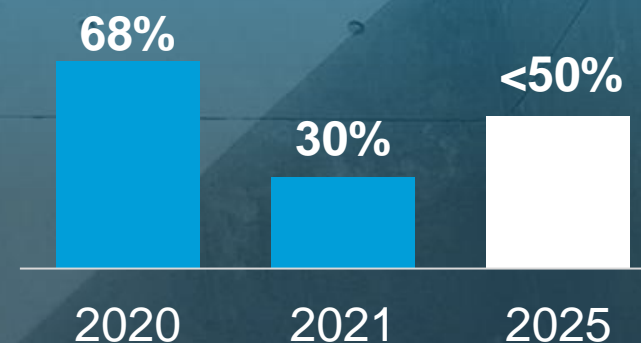
- Commit to SBTi to reach 1.5°C global warming goal
- Decrease accident frequency
- Advance ESG matters throughout supply chains

We are well
positioned to
achieve our
financial
targets
for 2025

EBIT
>6%



GEARING
<50%



DIVIDEND
Stable
growth



* Adj. EBIT

** Restated adj. EBIT

3

ESG

ESG is a strategic
priority for YIT

Why we focus on sustainable living

1.5°C

Buildings generate almost 40% of annual global CO2 emissions.

We commit to Science Based Targets (SBTi) to contribute to goals set in the Paris Agreement.



Sustainable living is a key challenge for our planet – and our opportunity

Urbanisation

Urbanization increases the pressure to build in growing cities, setting higher requirements on built environments.

Sustainable development

Climate change requires us to rethink how resources are used. Lifecycle thinking becomes more critical.

How we focus on sustainable living

e

- Halve emissions from own operations (Scopes 1 & 2)
- Reduce indirect emissions (Scope 3)

s

- Continue offering better living environments for the society
- Decrease accident frequency and pursue zero-harm workplace

g






- Continue zero tolerance in grey economy, corruption, labour exploitation and discrimination
- Require ESG commitment throughout supply chains

We support UN's Sustainable Development Goals (SDG's)

YIT's key sustainability themes and their relations to SDG's

1.	Creating sustainable, comfortable and safe urban development by utilizing opportunities provided by the circular economy.		
2.	Compliance with good corporate governance. Preventing corruption and the grey economy.		
3.	Occupational safety.		
4.	Promoting the personnel's occupational well-being and competence development.		
5.	Implementing responsible subcontracting and procurement.		
6.	Reducing the environmental impacts of YIT's own operations.		

Our key sustainability indicators

SDG	Indicator	Unit	2021	2020	2019
	Sustainable urban development				
	Finance according to Green Finance Framework	€	300 mil.		
	Example project Tripla mall	KPI	LEED Platinum certificate		
 	Environment				
	Energy consumption ¹	GWh	237.3	273.1	300.4
	Emissions ¹	tCO ₂ e	43,001	55,100	84,173
	Scope 1	tCO ₂ e	24,356	27,033	28,955
	Scope 2 (market-based)	tCO ₂ e	13,991	20,948	44,026
	Scope 3 (waste and business flights)	tCO ₂ e	4,654	7,119	11,192
	Emissions intensity				
	Own operations (Scope 1, Scope 2 and Scope 3) ^{1 2}	tCO ₂ e/revenue M€	15.1	18.1	25.0
	Self-developed projects (materials)	kgCO ₂ e/m ² /year	9 ³	9 ³	10
	Waste ⁵	1,000 tonnes	72	107	148
	Sorting rate (Finland)	%	77	70	46 ⁴
	Social and personnel matters				
	Accident frequency rate, combined (YIT personnel and subcontractors)	LTIF, rolling 12 months	11.0 ⁵	9.6	10.7
	Fatal accidents	qty	2	0	1
	Personnel turnover	%, rolling 12 months	17.7	13.3	13.4
	Responsible procurement, human rights and the fight against corruption, bribery and the grey economy				
	Investigations regarding potential crimes, misconduct or other deviations related to corporate security	qty	40	84	59 ⁶
	Compliance with the Contractor's Obligations Act (Finland):				
	Subcontracting agreements	qty	approx. 9,228	approx. 8,900	approx. 6,800 ⁶
	Projects	qty	154	166	131 ⁶

¹ The company announced the sale of its paving business in Estonia in April 2021. With the sale, the company recalculated its emissions in 2019 and 2020. For 2021, emissions from the Estonian paving business have also been removed from emissions reporting.

² Turnover used in the calculation of emissions and energy intensity excluding the Estonian paving business.

³ The company continued to use the updated calculation method during 2021 and carried out the calculation on a project-by-project basis during the planning phase. The change in the calculation method will result in a maximum difference of 13% compared to 2019, with lower results according to the updated method.

⁴ The company developed and improved the coverage of waste reporting after 2019. Therefore, the figures are not fully comparable.

⁵ Restated and therefore not fully comparable.

⁶ Also includes discontinued operations.

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Business segments

Housing, Business Premises,
Infrastructure, and
Property Development



Housing

We build functional
and sustainable homes and
environments in growing cities,
making sustainable
living easy.



Housing

Driving growth
in growing cities

FOCUS

- Grow in selected cities in Finland, Poland, Czech Republic and Slovakia
- We will invest additional €200 million in attractive urban plots to build 5,000 homes for our customers

PRODUCTIVITY

- Reduce lead times by 20% by 2025

TARGET 2025

Revenue

+20%*

EBIT

>10%



We focus our
growth on cities of
economic growth
and stability

- Grow in selected cities
- Maintain market position





Urbanisation and demographic changes continue to support housing market demand

FINLAND



GDP per capita in 2019**



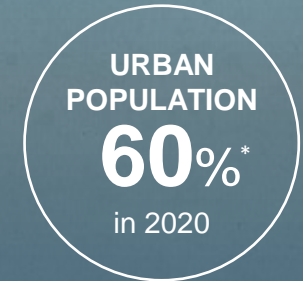
CZECH REPUBLIC



SLOVAKIA



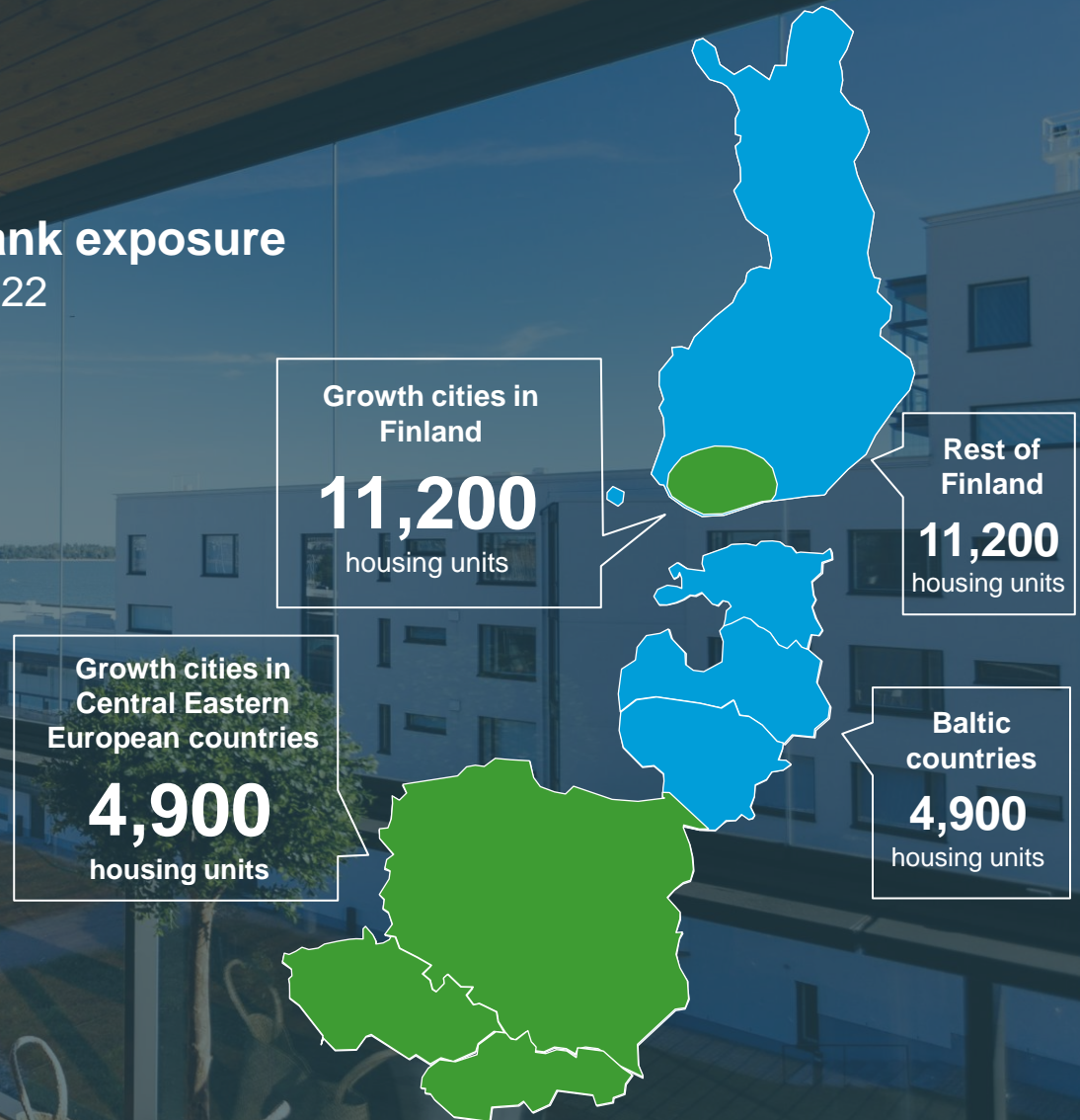
POLAND





Large land bank supports our growth ambitions

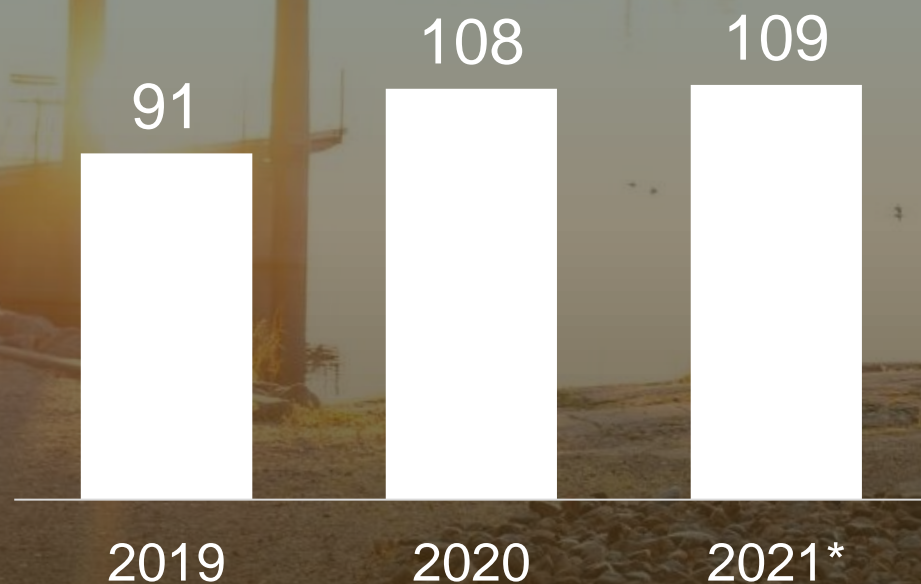
Land bank exposure
March 2022





Housing in 2021: Excellent performance

Adjusted EBIT, € million



- Improved margins
- Favourable sales mix
- Strong markets
- High customer satisfaction
- Ready to grow in selected regions



Business Premises

We build and renovate schools, hospitals, commercial and public spaces to ensure optimal usability over the life cycle.



Business Premises

Focusing on
core types of project
to generate
strong profit and
stable cash flow

FOCUS

- Reinforce focus on project selection and tendering
- Increase share of self-developed, life cycle and competence-based projects

PRODUCTIVITY

- Utilise rigorous risk management
- Improve project execution efficiency

TARGET 2025

EBIT
> 4%



We offer sustainable solutions for our customers

Mansikkala
wooden school,
Imatra

HEALTHY
AND INSPIRING
LEARNING
ENVIRONMENT FOR

1,350
CHILDREN

The H Building
of the Vaasa
Central Hospital

SAFE AND HEALTHY
PREMISES TO SERVE

326,000
CUSTOMER
VISITS
ANNUALLY

University of
Helsinki main
building

RENOVATING
HISTORICALLY
SIGNIFICANT
BUILDING
FROM

1832

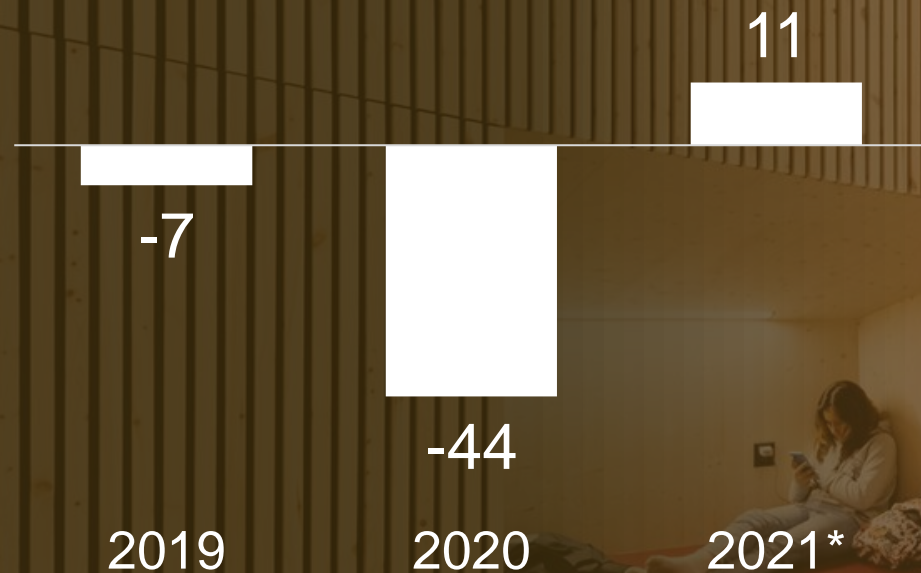
OUR OPERATIONS

- Co-operations with customers
- Sustainable solutions during building's life cycle
- Fossil-free sites



Business Premises in 2021: Turnaround bore fruit

Adjusted EBIT, € million



- Successful turnaround
- Rigorous project selection led to a healthy order book
- Order book strengthened
- Project management practices revamped



Infrastructure

We build railroads, bridges, tunnels, structures and facilities in demanding environments to enable a smoother flow of sustainable living for people, businesses and society.



Infra- structure

Leveraging
competencies to
generate strong profit
and stable cash flow

FOCUS

- Concentrate on core competencies
- Be selective based on technical, financial, and contractual drivers

PRODUCTIVITY

- Continue project portfolio renewal
- Improve project delivery

TARGET 2025

EBIT
> 4%



**We are
building
foundations
for a
sustainable
society**

**Blominmäki
wastewater
treatment**

CLEAN WATER FOR
400,000
PEOPLE

**The Crown
Bridges**

CONNECTING
13,500
NEW RESIDENTS
TO PUBLIC
TRANSPORTATION

**Tampere
tramway**

30,000
DAILY COMMUTERS
WITH RENEWABLE
ENERGY

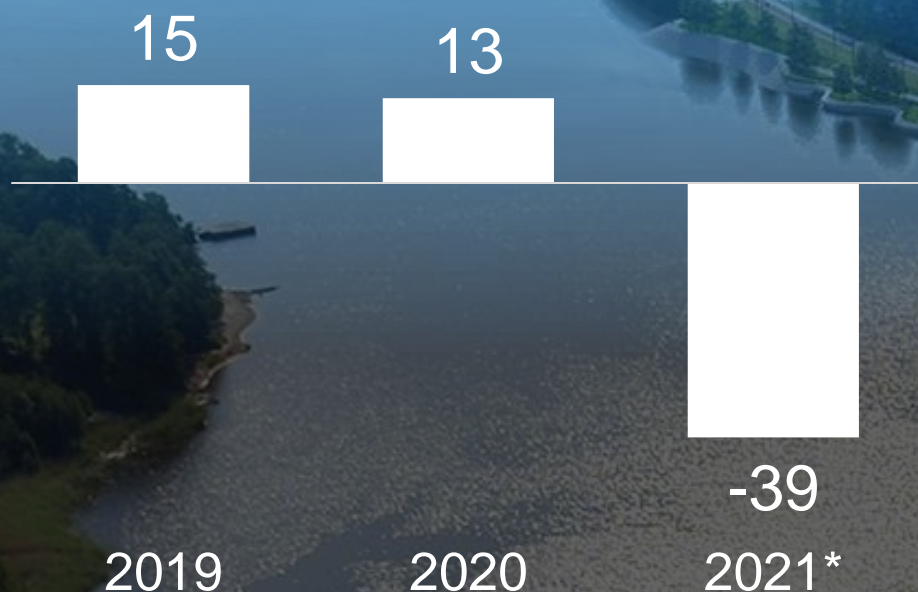
OUR OPERATIONS

- Carbon footprint calculation
- Co-operation between stakeholders
- Fossil-free sites



Infrastructure in 2021: Transformation started

Adjusted EBIT, € million



- Project portfolio cleaned up
- Rigorous project selection and tendering practices implemented
- Majority of underlying portfolio healthy



Property Development

We develop future-proof urban environments, catering for changing needs of sustainable living for people, businesses and society.



Our business model will feed high-margin projects for construction segments and generate additional development margins and investment returns



Urban and project development



Life cycle services and Workery+



Smart equity



Property Development

Fueling growth
and profitability

FOCUS

- Start 1-3 self-developed projects per year to generate gross margin for entire YIT
- Target large projects only when we have a clear competitive advantage, manageable risk, and optimal capital employment

PRODUCTIVITY

- Improve customer focused end-to-end project delivery
- Rightsize investment portfolio, divest non-core assets

TARGET 2025

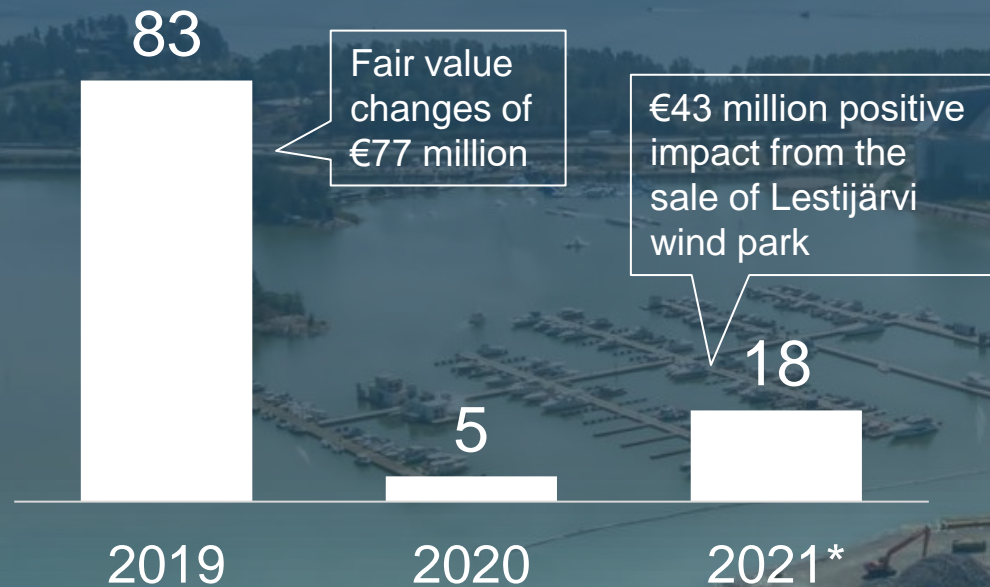
ROCE

>10%



Property Development in 2021: Business model reshuffled

Adjusted EBIT, € million



- Old Partnership Properties business model reshuffled to a new Property Development segment
- Assets and projects reassessed
- Service business no longer in focus
- Development project pipeline attractive

5

Key financial development

Financial performance stabilised
and improved in 2021

2021 in numbers

Order book
strengthened to

€3.8*

billion
(3.5)

Adjusted EBIT
was

€85*

million
(85)

Operating cash
flow was strong

€288

million
(336)

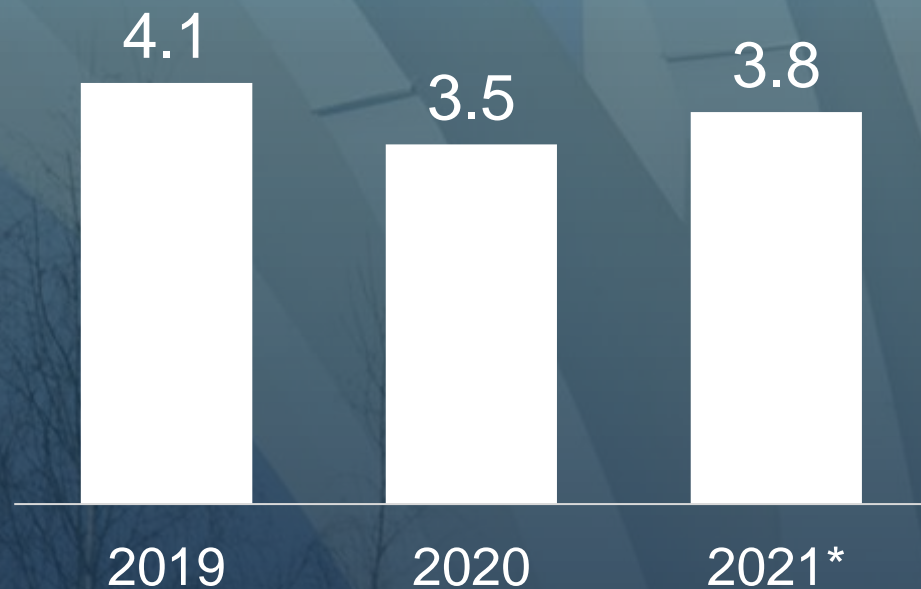
Net debt
decreased to

€303

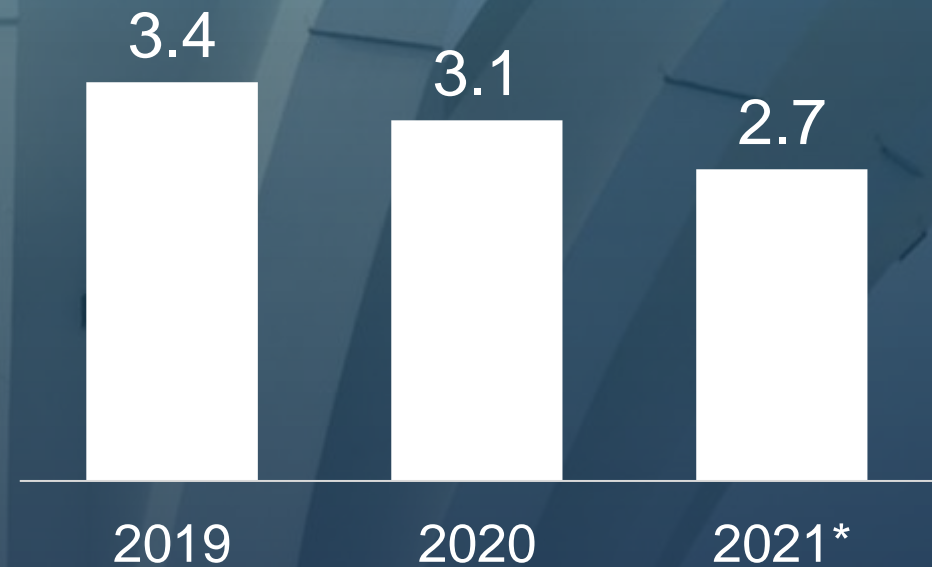
million
(628)

Strong order book, revenue decreased due to selectiveness

Order book, € billion

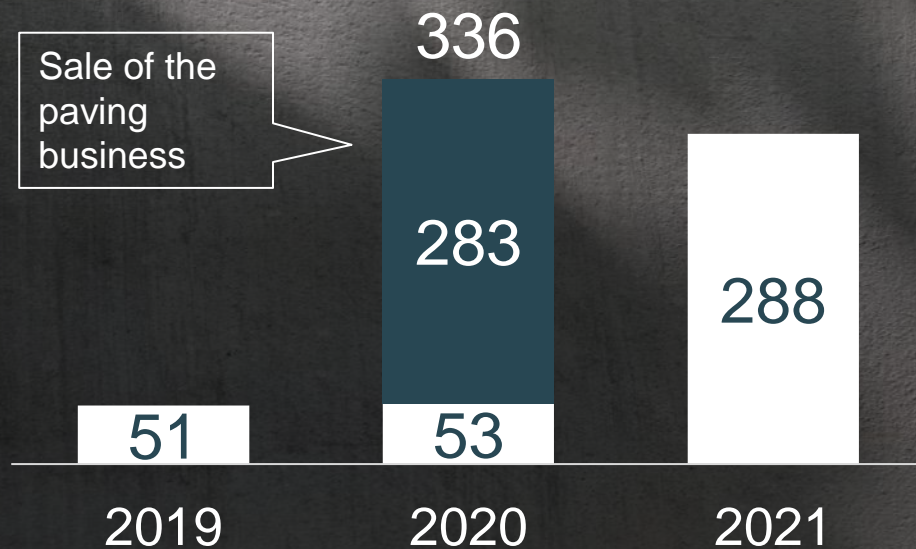


Revenue, € billion

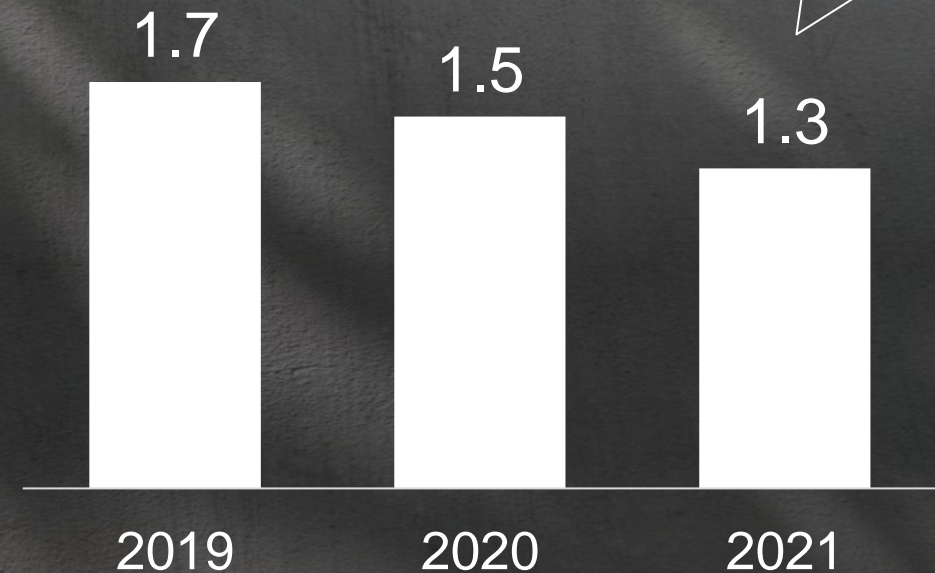


Very strong cash flow in 2021

Operating cash flow after investments,
€ million

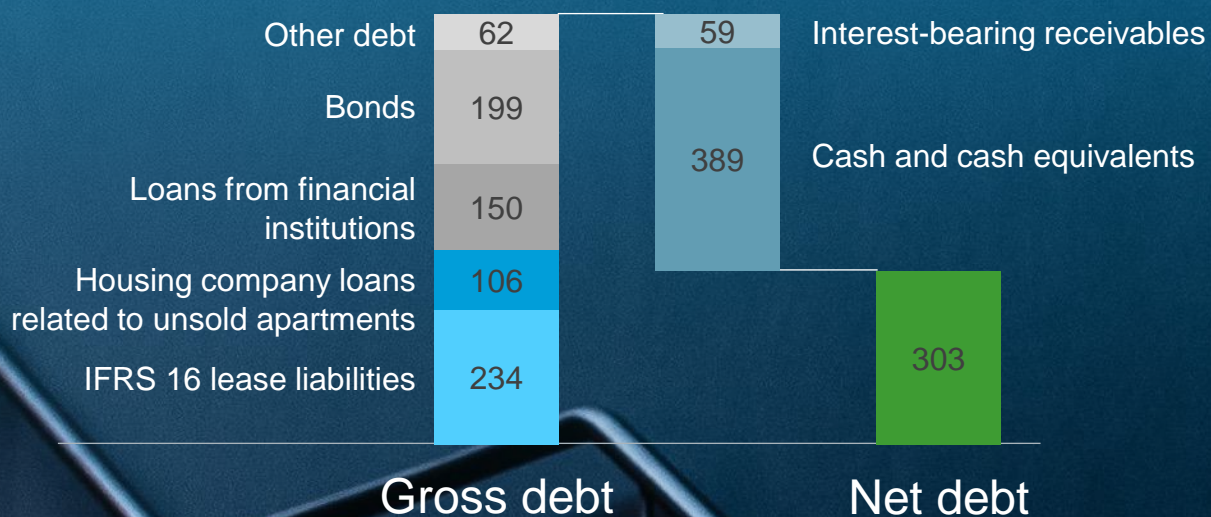


Capital employed, € billion

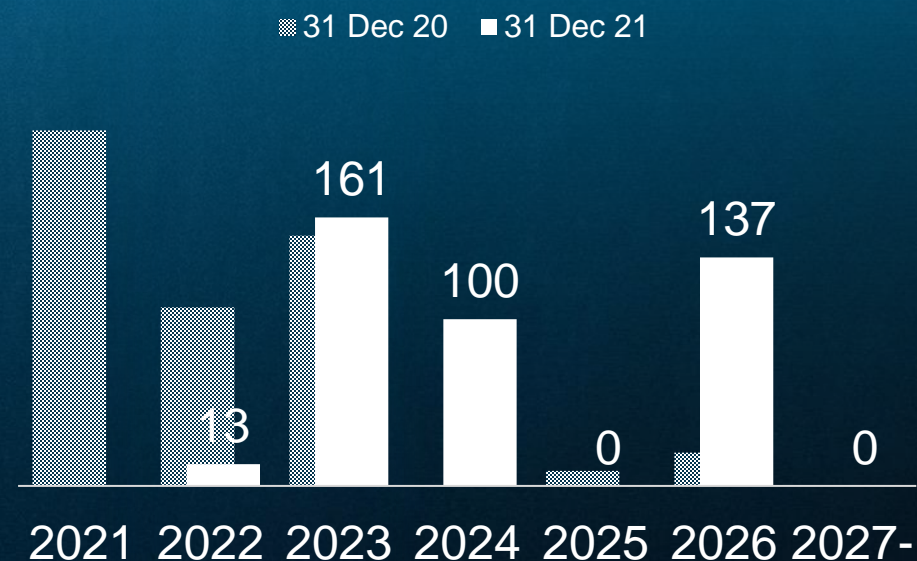


Our debt structure leads to a low financial risk profile

Distribution of interest-bearing debt,
31 Dec 21, € million



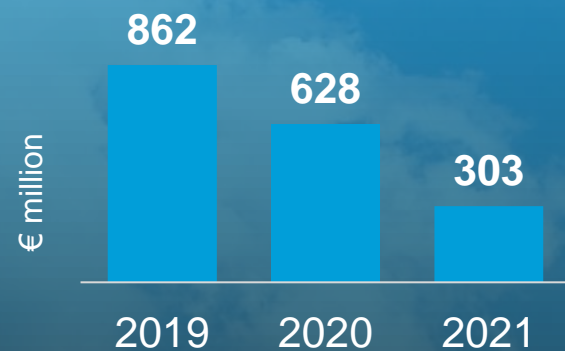
Maturity structure of interest-bearing debt¹,
€ million



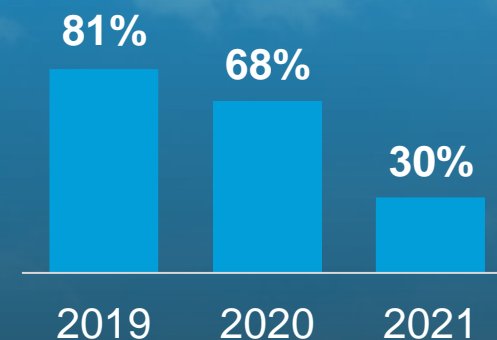
¹ Excluding housing company loans related to unsold apartments, €106 million and lease liabilities, €234 million. The hybrid bond, €100 million, is recorded as part of equity and therefore excluded from this paragraph.

**Our strong
balance sheet
leaves us
room for
manoeuvre**

Net interest-bearing debt



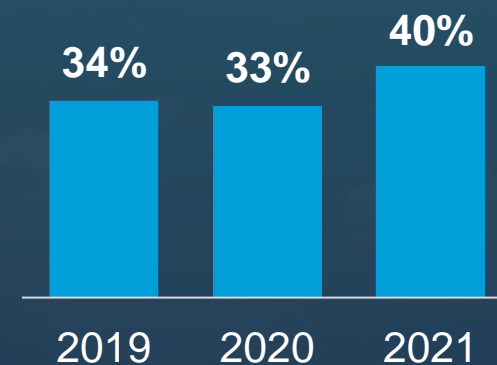
Gearing



Interest cover ratio



Equity ratio



* Restated

Group key financial figures

Unit	2021*	2020	2019
Revenue	2,652	3,069	3,392
Adjusted operating profit	85	85	165
Operating cash flow after investments	288	336	51
Net interest-bearing debt	303	628	862
Equity ratio, %	40	33	34
Gearing ratio, %	30	68	81
Return on capital employed, %	7	5	10
Order book	3,847	3,528	4,130

* Restated. Balance sheet and cash flow statement are not restated.

Appendices

History of YIT

1910-2021

1910

1912

1920

1930

1940

1950

1960

1970

1980

1990

2000

2010

2018

2020

2022



1910
LEMMINKÄINEN IS ESTABLISHED
Asfaltti Osakeyhtiö Lemminkäinen is established in 1910. It initially operates in the waterproofing, bitumen and concrete products businesses.

1912
ALLMÄNNA INGENJÖRS-BYRÅN AB (AIB) opens an office in Helsinki.



1920
FINNISH BUSINESSMEN ESTABLISH YLEINEN INSINÖÖRITOIMISTO to continue the operations. The company grows to become Finland's leading builder of water supply and sewerage plants.

1920
PRODUCTION OF ROOFING FELT BEGINS
The production of roofing felt starts in 1920.



1930
DEVELOPMENTS IN PAVING
The first roads are paved in 1930.



1950
THE COMPANY EXPANDS ITS CONSTRUCTION OPERATIONS and starts to export construction services to the Middle East until 1990.



1960
THE MODERN YIT IS FORMED by Perusyhtymä, Yleinen Insinööritoimisto, Pellonraivaus Oy and Insinööritoimisto Vesto Oy.

1960
CONSTRUCTION OPERATIONS EXPANDED
Emerges as Finland's largest paving operator at the end of the decade.

1961
YIT EXPANDS its operations to Russia.



1970
YIT GROWS to become the largest construction company and construction exporter in Finland.

1975
STRONG GROWTH BEGINS
Lemminkäinen acquires the construction company Oy Alfred A. Palmberg Ab. The acquisition opens up export opportunities.



1980
HOUSING CONSTRUCTION BEGINS
Operations are expanded in 1984 to include housing construction in Finland.

1987
YIT AND PERUSYHTYMÄ MERGE forming YIT-Yhtymä Oy.



1990
PROJECTS AROUND THE WORLD
By 1994, the Group operates in 11 countries. Foreign business accounts more than half of the Group's total revenue.

1995
YIT-YHTYMÄ is listed on the stock exchange.

1989
LEMMINKÄINEN is listed on the stock exchange.



IN THE 2000s, YIT EXPANDS its operations to building services in the Nordic countries and Central Europe. Housing and business premises construction is expanded to the Baltic countries and Central Europe.

2000
THE SECOND-LARGEST ASPHALT CONTRACTOR IN THE NORDIC REGION
The service offering is expanded to include building systems.



2013
YIT UNDERGOES A DEMERGER to form two separate companies. YIT continues construction operations, while its building services are transferred to a newly formed publicly listed company, Caverion.

2014
CHANGE IN DIRECTION
Focus on a strong balance sheet and operational efficiency. Followed later by the pursuit of growth.



2018
LEMMINKÄINEN AND YIT MERGE
Stronger and more stable together



2020
SALE OF NORDIC PAVING AND MINERAL AGGREGATES BUSINESS
Sale was completed on 1 April 2020.



2022
SALE OF RUSSIAN BUSINESSES
Sale was completed on 30 May 2022.

YIT's Board of Directors



**HARRI-PEKKA
KAUKONEN**

Chairman



**EERO
HELIÖVAARA**

Vice Chairman



**FRANK
HYLDMAR**

Member



**OLLI-PETTERI
LEHTINEN**

Member



**BARBARA
TOPOLSKA**

Member



**CASIMIR
LINDHOLM**

Member



**JYRI
LUOMAKOSKI**

Member



**KERTTU
TUOMAS**

Member

YIT's Group Management Team



**MARKKU
MOILANEN**

President
and CEO



**TUOMAS
MÄKIPESKA**

CFO



**TOM
EKMAN**

EVP, Business
Premises segment



**ANTTI
INKILÄ**

EVP, Housing
segment



**JUHA
KOSTIAINEN**

EVP, Urban
Development



**KATJA
AHLSTEDT**

EVP, Human
Resources



**PASI
TOLPPANEN**

EVP, Infrastructure
segment



**ILKKA
TOMPERI**

EVP, Property
Development segment

Additional information

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YIT'S FINANCIAL REPORTING AND AGM IN 2022

Annual Report 2021	week 8
Annual General Meeting	17 March
Interim report Q1/2022	29 April
Half-year report 2022	28 July
Interim report Q3/2022	27 October

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