



# Why invest in YIT?

HELSINKI-VANTAA AIRPORT FINL

Investor presentation – Why invest in YIT?

2021





# Disclaimer

---

This presentation has been prepared by, and the information contained herein (unless otherwise indicated) has been provided by YIT Corporation (the “Company”). By attending the meeting or event where this presentation is made, or by reading the presentation slides, you agree to be bound by the following limitations. This presentation is being furnished to you solely for your information on a confidential basis and may not be reproduced, redistributed or passed on, in whole or in part, to any other person.

This presentation does not constitute or form part of and should not be construed as, an offer to sell, or the solicitation or invitation of any offer to buy, acquire or subscribe for, securities of the Company or any of its subsidiaries in any jurisdiction or an inducement to enter into investment activity. No part of this presentation, nor the fact of its distribution, should form the basis of, or be relied on in connection with, any contract or commitment or investments decision whatsoever. The information contained in this presentation has not been independently verified. No representation, warranty or undertaking, expressed or implied, is made as to, and no reliance should be placed on, the fairness, accuracy, completeness or correctness of the information or the opinions contained herein. Neither the Company nor any of its respective affiliates, advisors or representatives nor any other person shall have any liability whatsoever (in negligence or otherwise) for any loss however arising from any use of this presentation or its contents or otherwise arising in connection with the presentation. Each person must rely on their own examination and analysis of the Company and the transactions discussed in this presentation, including the merits and risks involved.

This presentation includes “forward-looking statements”. These statements contain the words “anticipate”, “will”, “believe”, “intend”, “estimate”, “expect” and words of similar meaning. All statements other than statements of historical facts included in this presentation, including, without limitation, those regarding the Company’s financial position, business strategy, plans and objectives of management for future operations, are forward-looking statements. Such forward-looking statements involve known and unknown risks, uncertainties and other important factors that could cause the actual results, performance or achievements of the Company to be materially different from future results, performance or achievements expressed or implied by such forward-looking statements. Such forward-looking statements are based on numerous assumptions regarding the Company’s present and future business strategies and the environment in which the Company will operate in the future. These forward-looking statements speak only as at the date of this presentation. The Company expressly disclaims any obligation or undertaking to disseminate any updates or revisions to any forward-looking statements contained herein to reflect any change in the Company’s expectations with regard thereto or any change in events, conditions or circumstances on which any such statement is based. The Company cautions you that forward-looking statements are not guarantees of future performance and that its actual financial position, business strategy, plans and objectives of management for future operations may differ materially from those made in or suggested by the forward-looking statements contained in this presentation. In addition, even if the Company’s financial position, business strategy, plans and objectives of management for future operations are consistent with the forward-looking statements contained in this presentation, those results or developments may not be indicative of results or developments in future periods. Neither the Company nor any other person undertakes any obligation to review or confirm or to release publicly any revisions to any forward-looking statements to reflect events that occur or circumstances that arise after the date of this presentation.

# YIT in brief

We are the largest Finnish and a significant North European urban development company

REVENUE IN 2020

**3.1 B€**

ADJUSTED OPERATING PROFIT IN 2020

**85 M€**

## OUR CUSTOMER OFFERING



Housing



Business premises



Infrastructure



Partnership properties

## REVENUE AND PERSONNEL BY SEGMENT AND REGION IN 2020

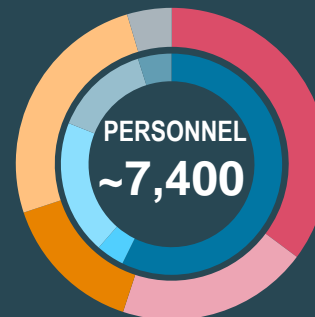


### REGION

- Finland
- Scandinavia
- Russia
- Baltic countries
- Central European countries

### SEGMENT

- Housing Finland & CEE
- Housing Russia
- Business premises and Partnership properties
- Infrastructure
- Group



\*YIT announced in Oct 2020 to start to close down its operations in Norway.

# Investor presentation – Why invest in YIT?

1. YIT in brief
2. Strategy
3. ESG: Environmental, Social, Governance
4. Business segments
5. Market environment
6. Key financial development
7. Appendices





# 1

## YIT in brief





# Our customer offering



Functional homes, living services and convenience in daily life.



Sustainable urban environments and supporting services for investors, owners and tenants.



Diverse offices, business, production and logistics premises, hybrid projects, public spaces and housing contracting.



Smooth traffic flows and sustainable living environments.



# YIT value creation: More life in sustainable cities

## PERSONNEL

- Competent and professional personnel in 10 countries (~ 7,400 employees)
- Employee competence development

## FINANCIAL RESOURCES

- Equity (920 M€)
- Plot reserve (812 M€)
- Associated companies and joint ventures (80 M€)
- Investment property

## INTANGIBLE ASSETS

- YIT brand
- Product and service concepts
- Company culture and values

## NATURAL RESOURCES

- Building materials (materials and supplies 325 M€)
- Energy (308 GWh)

## RELATIONAL CAPITAL

- Long customer relationships (consumers and investors)
- Reliable partner (~16,000 suppliers and subcontractors)
- External services (1,612 M€)

## RESOURCES



## BUSINESS

## FOR PERSONNEL

- Satisfied personnel (commitment index 80%)
- Direct and indirect employment effect (wages and salaries 372 M€)
- Safe work environment (combined LTIF 9.8)

## FOR CUSTOMERS

- Satisfied customers (NPS 51)
- Sustainable and life facilitating services
- Better living environment

## FOR PARTNERS

- Strategic partnerships
- Reliable customer for financiers (finance expenses 45 M€)

## FOR ENVIRONMENT

- Emissions (71.8 kt CO<sub>2</sub>e)
- Momentary impacts (noise, dust, vibration)
- Waste (107 kt)
- Carbon neutral use of buildings
- Ecological products and services

## FOR SOCIETY

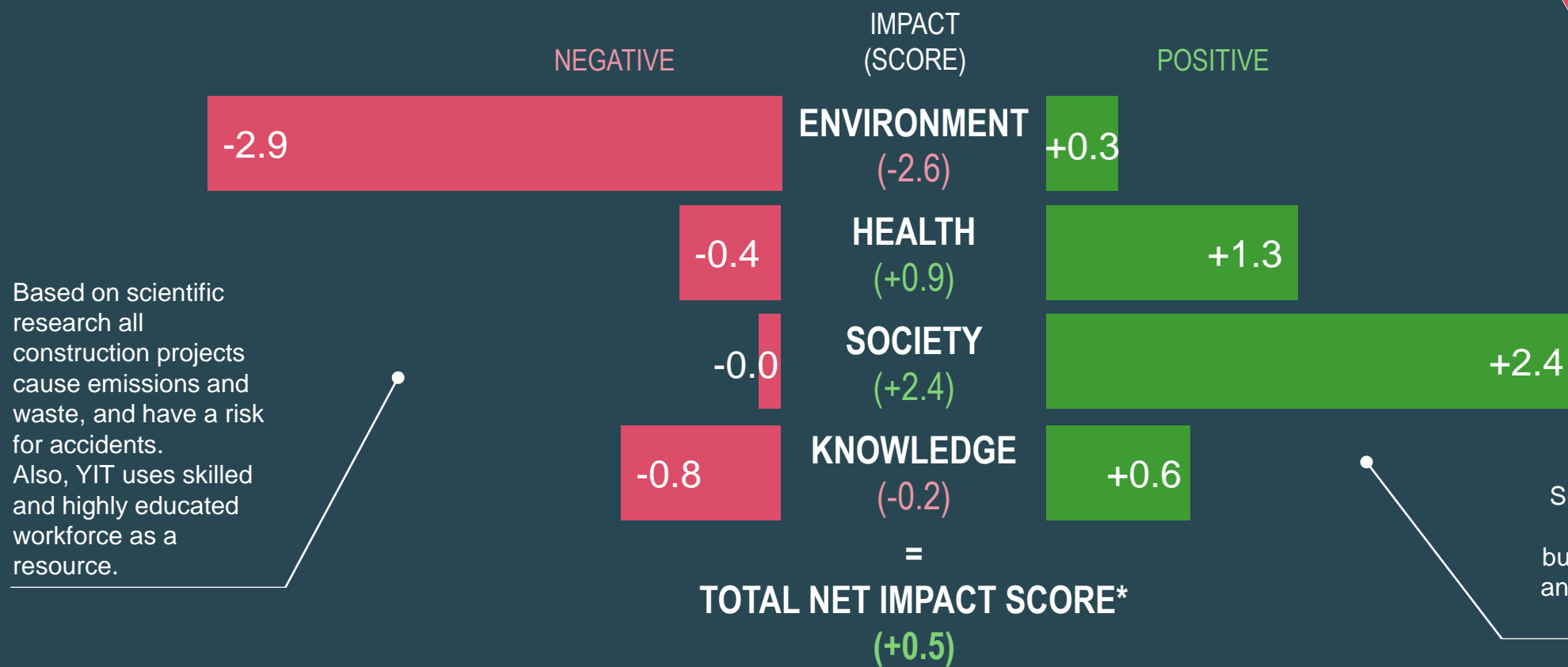
- Development of sustainable urban areas
- Responsible corporate citizen (income taxes 4 M€)
- 100 Good Deeds -responsibility program

## FOR OWNERS

- Stable and profitable investment (revenue 3,069 M€ and adjusted operating profit 85 M€)
- Dividends and appreciation (dividend proposal 0.14 € per share)

## OUTPUTS AND IMPACTS

# YIT's operations have positive net impacts to society





# Reasons to invest

1 Annually growing dividend

2 Large development portfolio

3 Solid balance sheet with improving business mix

4 Strong brand and market position



# 2

## Strategy

KONEPAAJÄ AREA, HELSINKI, FINLAND







More life in  
sustainable cities

15  
MINUTES'  
CITY

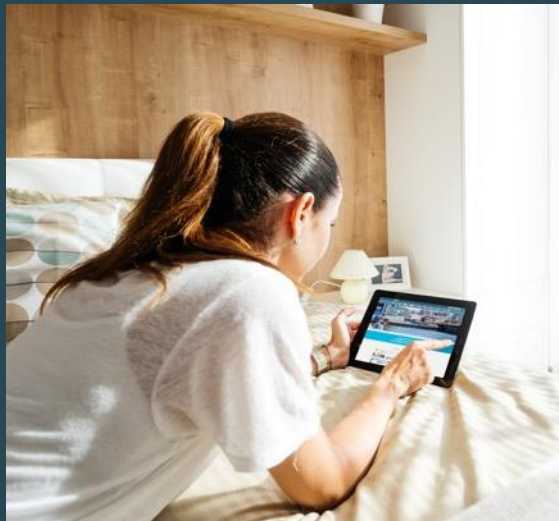


# Megatrends driving growth and productivity



## Urbanisation

- Urban development
- Public transport
- Complex projects
- Telecommuting



## Digitalisation

- Customer experience
- Higher productivity
- Use of data
- The platform economy and cooperation between companies and start-ups



## Sustainable development

- Circular economy
- Carbon neutrality
- Subsidies and green finance
- Revitalising urban areas



## Changing demographics

- Employee shortages
- Competition for talent
- Ageing population
- Health and safety



# Our mission to create better living environments

## MISSION

Creating  
better living  
environments

## VISION

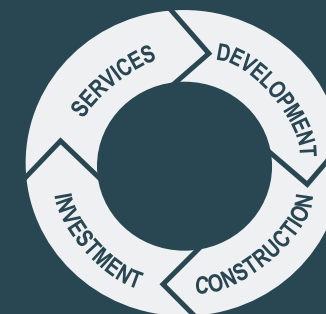
More life in  
sustainable cities

## STRATEGY

Improve business mix

Cornerstones drive  
profitability and performance

## BUSINESS MODEL



## VALUES

Respect  
Cooperation  
Creativity  
Passion

## FUNDAMENTALS

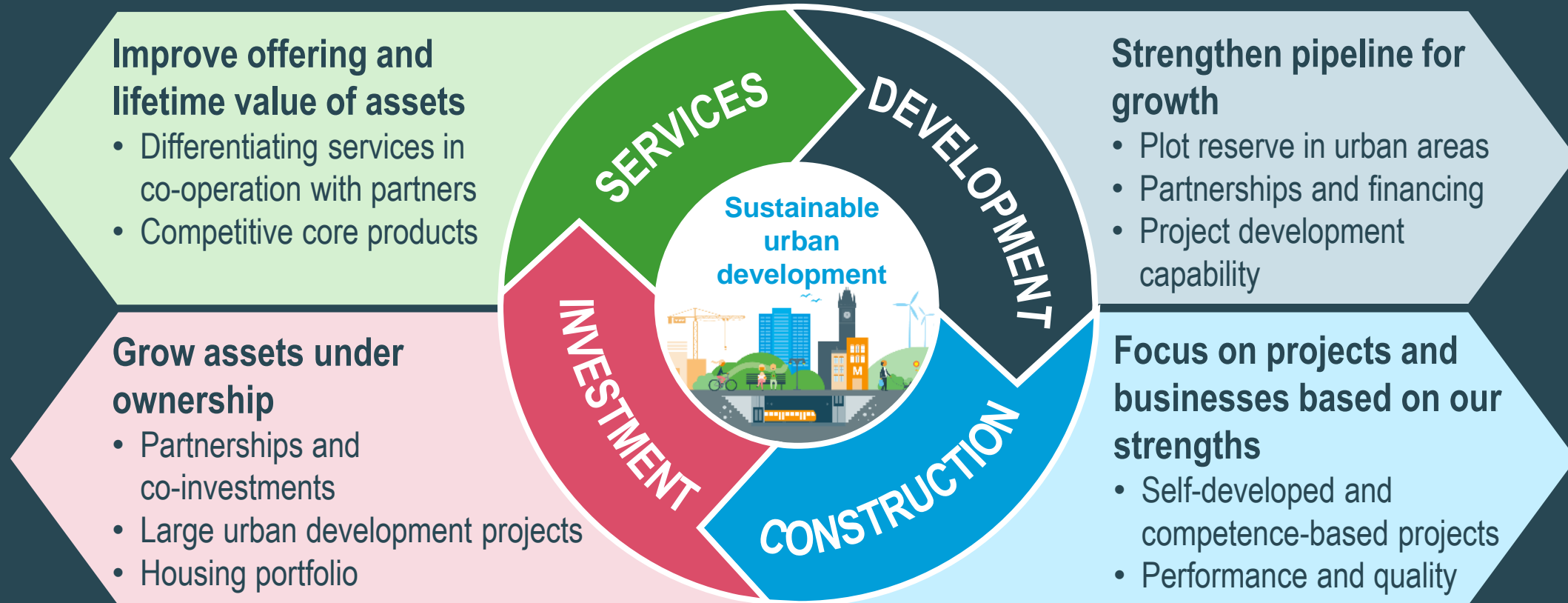
Safety

Quality

Sustainability



# Strategic actions to adjust business mix





# Group-wide cornerstones drive profitability and performance

Top performance

Success with  
customers and  
partners

Stepping up  
sustainability

Happy people





# Cornerstone Top performance



## Improve productivity by

- Common ways of working – the YIT way
- Improve lead times
- Expand usage of BIM and digital tools across lifecycle
- More centralised supply chain





# Cornerstone Success with customers and partners



## Best customer experience by

- Data-driven business and customer understanding
- Digital solutions
- Differentiation with new services and concepts
- Attractive YIT B2B offering combining services and products





# Cornerstone Stepping up sustainability



Sustainability in the core of everything we do by

- CO<sub>2</sub> reduction across lifecycle
- Differentiate with sustainable products and services
- Develop sustainability (ESG) reporting and data platform
- Improve supply chain responsibility and grey economy prevention





# Cornerstone Happy people

## Building on best expertise by

- Culture and leadership as core strengths
- Core superior skills development & support for early interventions
- Systematic trainee and competence development programmes
- Common way of project staffing





# Strategic targets

ROCE  
**>12%**

Gearing  
**<50%**

Dividend per share  
**Growing**

CO<sub>2</sub> emissions  
**-50%**  
by 2030 vs. 2019

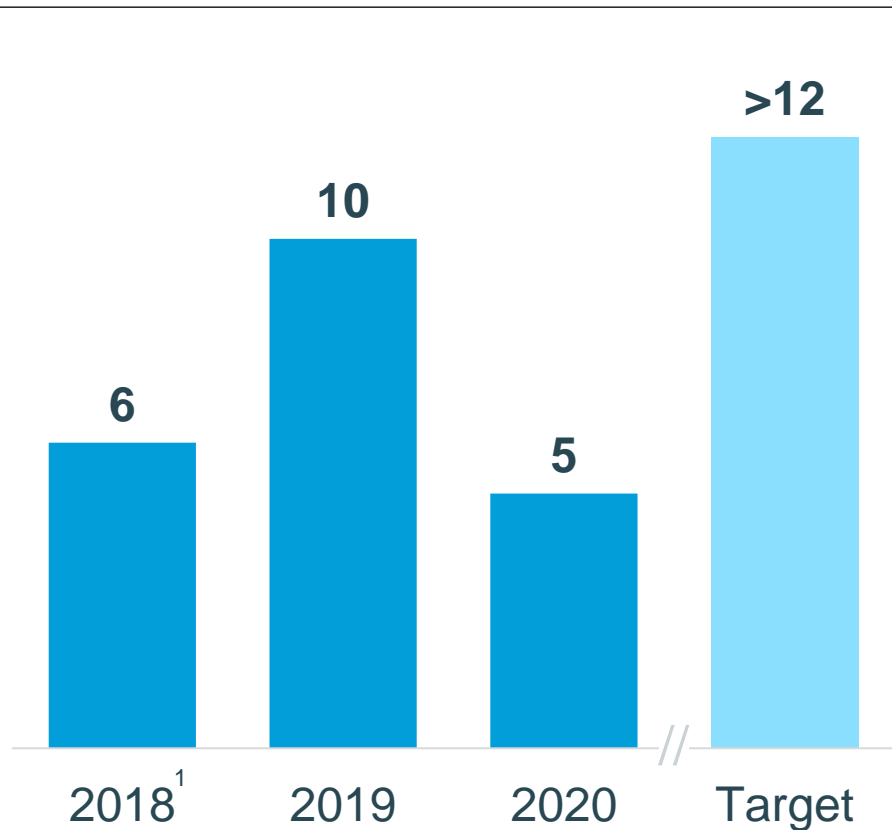




# Strategic targets

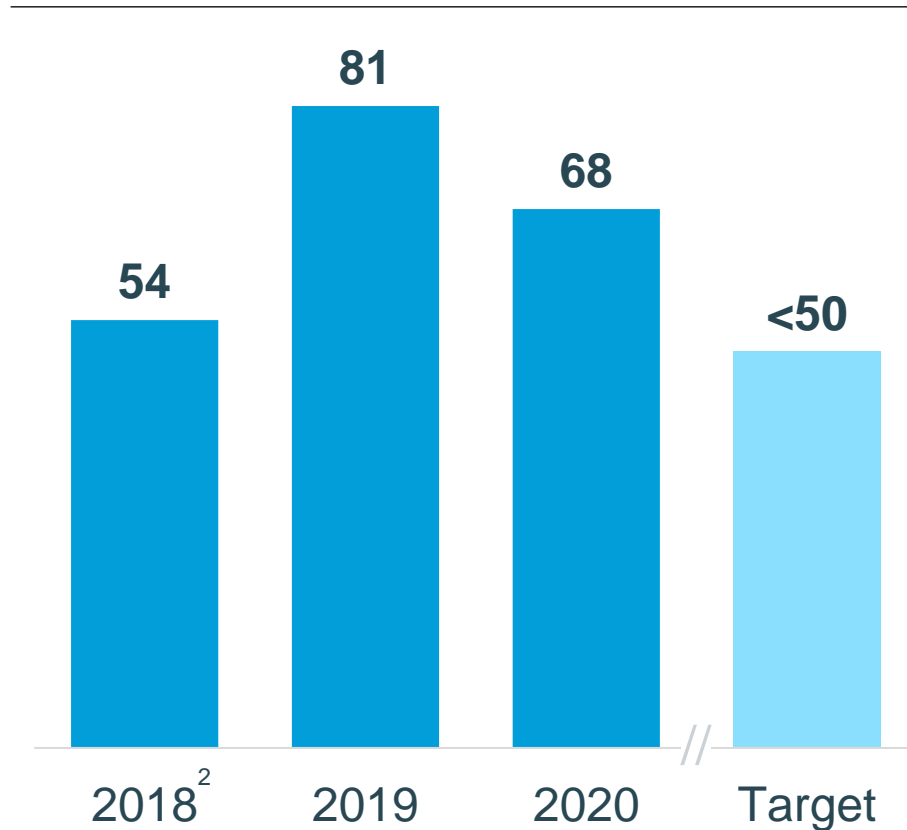
## Gearing improved, ROCE weakened

ROCE, %



<sup>1</sup>Pro forma, excluding IFRS 16.

GEARING, %



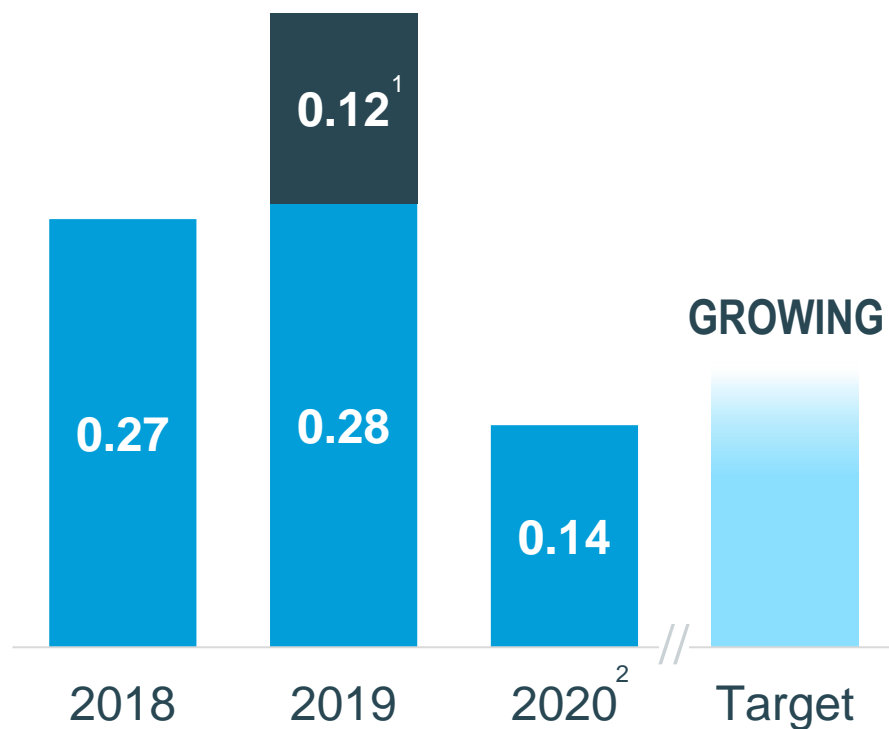
<sup>2</sup>Excluding IFRS16.



# Strategic targets

## Dividend proposal 0.14 € per share

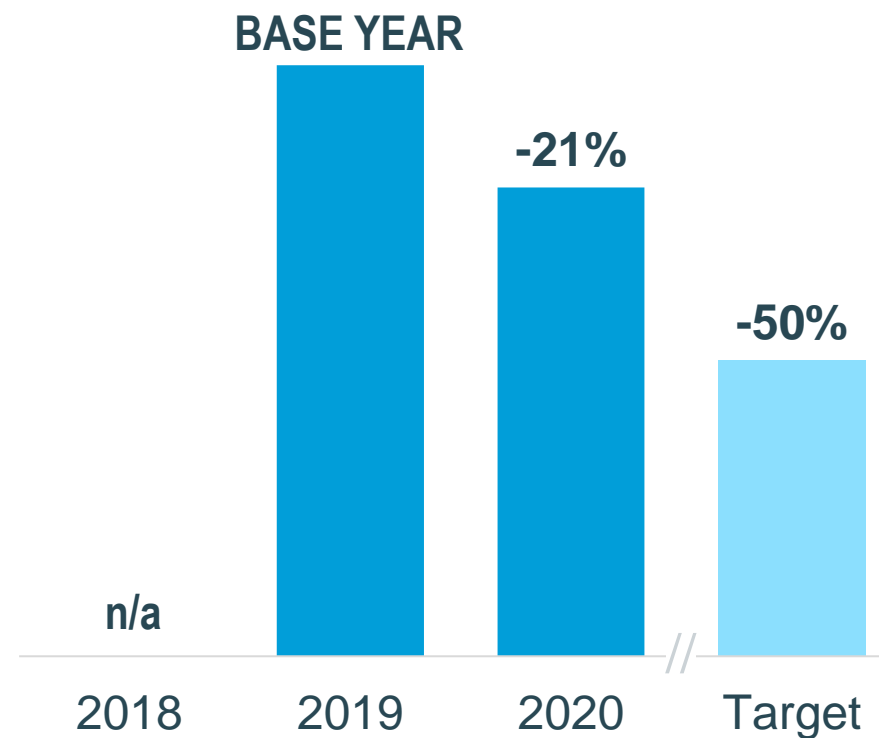
DIVIDEND PER SHARE, €



<sup>1</sup> Additional dividend.

<sup>2</sup> Board of Director's proposal to AGM.

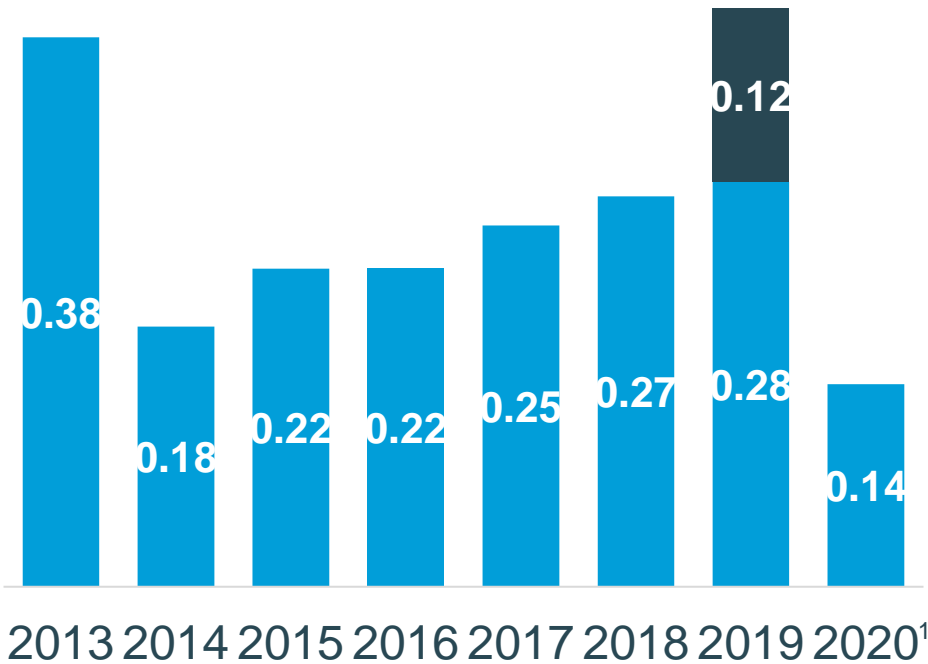
EMISSION INTENSITY OF  
OWN OPERATIONS, tCO<sub>2</sub>e/M€





# Dividend history

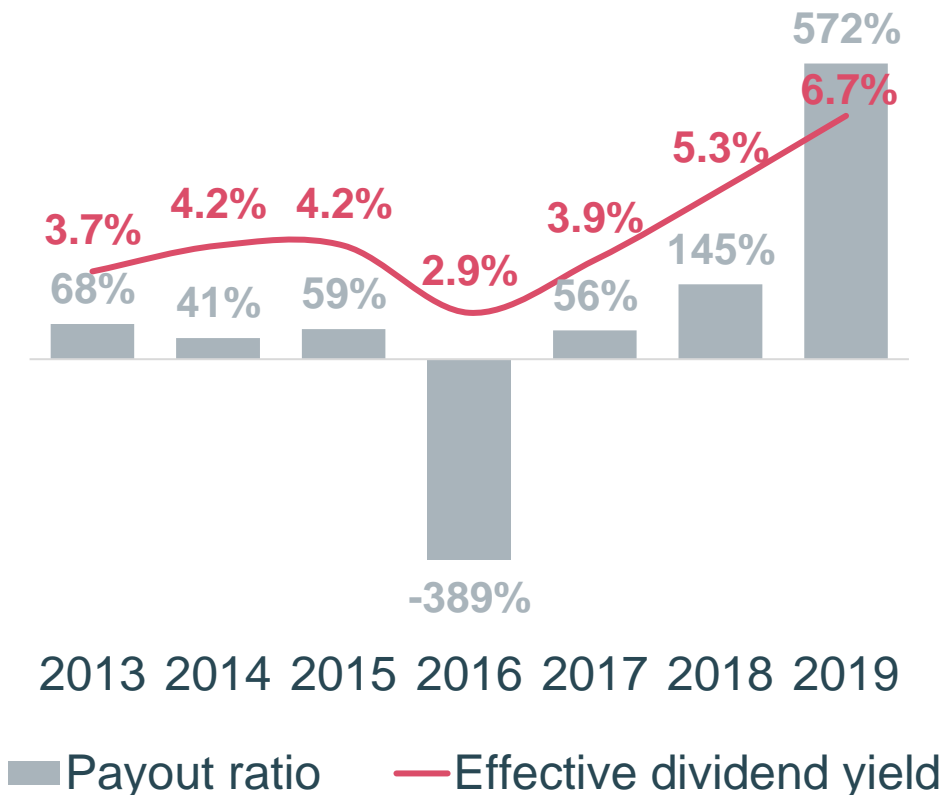
DIVIDEND PER SHARE, €



■ Annual dividend ■ Additional dividend

<sup>1</sup> Board of Director's proposal to AGM.

DIVIDEND PAYOUT RATIO AND  
EFFECTIVE DIVIDEND YIELD, %



# 3

## Environmental Social Governance





# The foundation for our sustainable operations

## Six most material sustainability topics for YIT



ESG

1

### Creating sustainable, comfortable and safe urban development by utilising the opportunities provided by the circular economy

We build long-lasting and attractive living environments. We promote low-carbon construction and develop life cycle services for properties.



G

2

### Compliance with good corporate governance and preventing corruption and the grey economy

Our operations are ethical and transparent. We comply with responsible business practices.

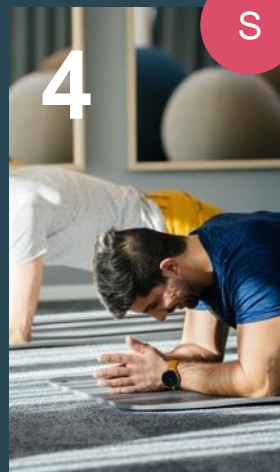


S

3

### Occupational safety

We continuously improve our safety practices. We also monitor compliance with occupational safety practices among our subcontractors and throughout the supply chain.



S

4

### Promoting the personnel's occupational well-being and competence development

We aim to be an attractive employer and offer equal opportunities to our employees. We invest in the continuous development of employee competence.

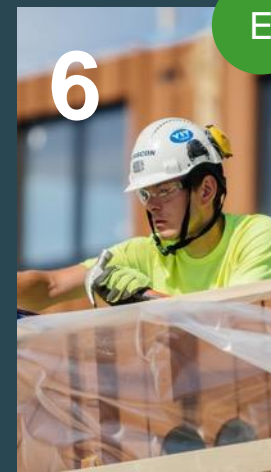


G

5

### Implementing responsible subcontracting and procurement

We are committed to respecting labour and human rights. We set environmental and social responsibility requirements for our subcontractors and supply chain.



E

6

### Reducing the environmental impacts of YIT's own operations

We increase use of renewable energy and aim to improve waste sorting in our production processes. We mitigate climate change by decreasing the emissions of our own operation.



# Long-term environmental targets to mitigate climate change

# -50%

CO<sub>2</sub> emissions  
by 2030

CO<sub>2</sub> reporting  
starting from  
2020

**CARBON  
NEUTRALITY**

## CO<sub>2</sub> emissions

We will halve the carbon dioxide emission of our own operations (incl. energy, waste and business flights) and materials of self-developed projects by 2030 (compared to 2019).

This target helps us fight climate change and enable the reduction of emissions for our customers.

## CO<sub>2</sub> reporting

We report the site-specific CO<sub>2</sub> emissions of our self-developed projects starting from 2020.

This target helps us increase our understanding of project emissions and enables us to explore opportunities for reducing emissions.

## Carbon neutrality

We will enable carbon-neutral heating, cooling and hot water in our self-developed projects.

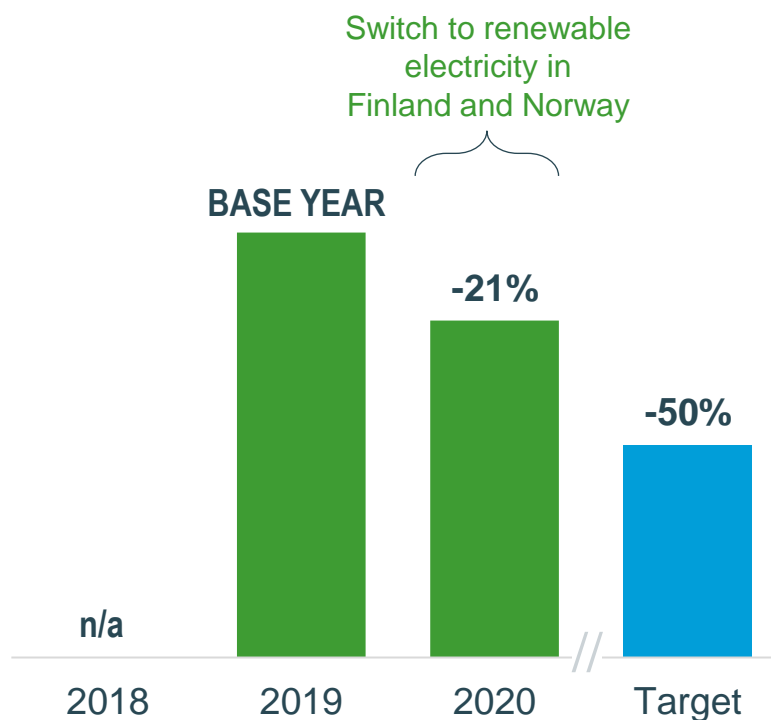
This target enables us to help our customers and the users of the properties reduce their carbon footprint.



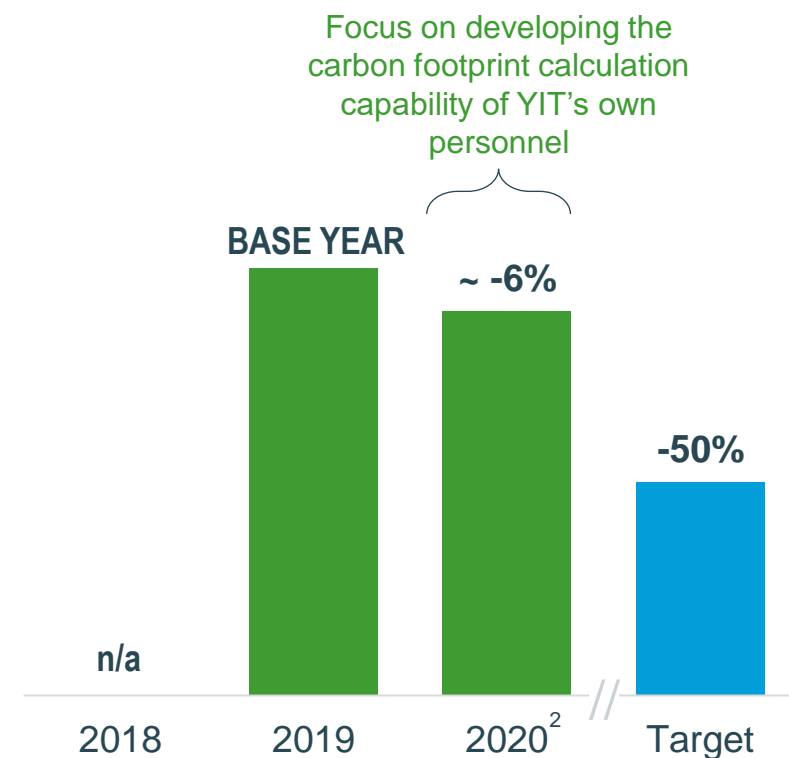


# Progress on emission reduction targets

## EMISSION INTENSITY OF OWN OPERATIONS, tCO<sub>2</sub>e/M€



## EMISSION INTENSITY OF SELF-DEVELOPED PROJECTS, kgCO<sub>2</sub>e/m<sup>2</sup>/year



<sup>2</sup> The company updated its calculation method during 2020 and carried out the calculation on a project-by-project basis at the design 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.



# Occupational safety essential throughout the supply chain

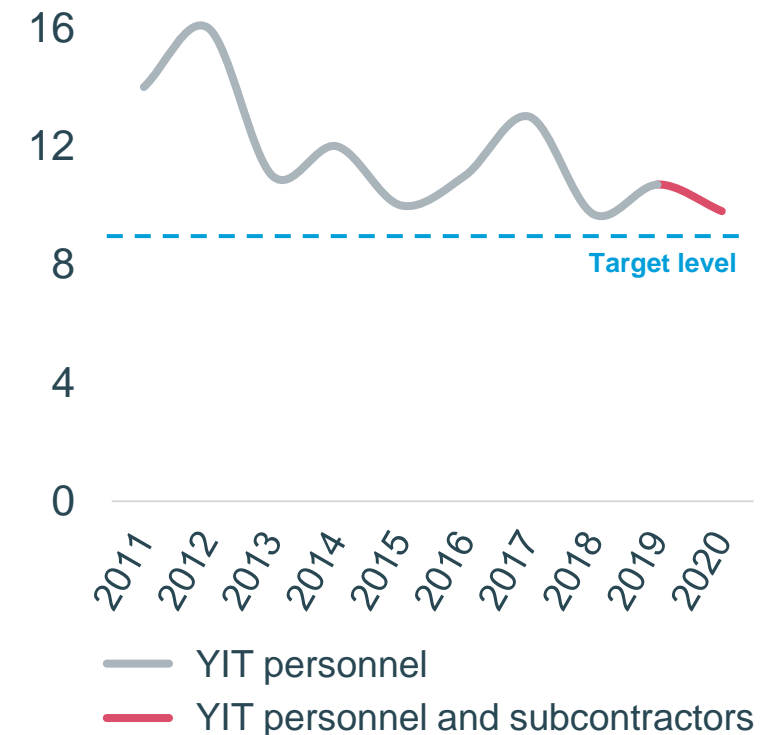
Target of

<9

combined lost time injury  
frequency (LTIF) of  
YIT personnel and  
subcontractors by 2021

Rolling 12 months

## LTIF, ROLLING 12 MONTHS







# Ensuring employee wellbeing, equality and human rights

Employee commitment rate  
in 2020

80%  
(77)

Employee turnover in 2020

13.3%  
(13.4)

Personnel

Women 24%

~7,400

Men 76%

Employed over  
800 trainees in 2020



# Ensuring transparent actions and fighting corruption and grey economy

YIT Code of Conduct

~80%

of personnel completed  
online training in 2020

Good ESG governance:  
AA-rating  
(MSCI 2019)

YIT Ethical Channel  
in use





# YIT's Group Management Team (as of 15 December 2020)



**ANTTI  
INKILÄ**

Interim President and  
CEO



**ILKKA  
SALONEN**

CFO, Deputy to  
the President  
and CEO



**TOM  
EKMAN**

EVP, Business  
premises segment



**TEEMU  
HELPPOLAINEN**

EVP, Housing  
Russia segment



**MARKO  
OINAS**

Interim EVP, Housing  
Finland and  
CEE segment



**HARRI  
KAILASALO**

EVP, Infrastructure  
segment



**JUHA  
KOSTAINEN**

EVP, Urban  
development



**TIMO  
LEHMUS**

Interim EVP,  
Partnership properties  
segment



**JUHANI  
NUMMI**

EVP, Operations  
development



**PII  
RAULO**

EVP,  
Human Resources

## YIT's Board of Directors



**HARRI-PEKKA  
KAUKONEN**

Chairman



**EERO  
HELIÖVAARA**

Vice Chairman



**ALEXANDER  
EHRNROOTH**

Member



**FRANK  
HYLDMAR**

Member



**OLLI-PETTERI  
LEHTINEN**

Member



**KRISTINA  
PENTTI-  
VON WALZEL**

Member



**BARBARA  
TOPOLSKA**




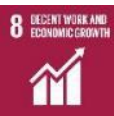

Member



**TIINA  
TUOMELA**

Member

# Key ESG metrics

SDG	KPI	metric	2020	2019	2018
	<b>Sustainable urban development</b>				
	Net impact	Upright model	+0.5	-	-
 	<b>Environmental</b>				
	CO <sub>2</sub> emissions (Scope 1, Scope 2, Scope 3)	ktCO <sub>2</sub> e	71.8	100.6	-
	CO <sub>2</sub> intensity (Scope 1, Scope 2, Scope 3)	tCO <sub>2</sub> e/revenue M€	23.4	29.7	-
	<b>Social</b>				
	Combined accident frequency rate (YIT personnel, subcontractors)	LTIF, rolling 12 months	9.8	10.7	-
	Personnel commitment index	%	80	77	74
	Employee turnover	%	13.3	13.4	15.0
	Customer satisfaction rate	NPS, rolling 12 months	51	50	-
	<b>Governance</b>				
	Code of Conduct training	%	~80	79	80
	Investigations regarding potential crimes, misconduct or other deviations related to corporate security	qty	84	59*	71*

\*includes Nordic paving and mineral aggregates businesses





# ESG ratings and memberships

## ESG REPORTING AND RATINGS



## MEMBERSHIPS



Smart & Clean  
HELSINKI METROPOLITAN



# 4

---

## Business segments







# Housing Finland and CEE

Development of  
residential  
areas and  
living services

Wide housing  
portfolio for sale  
and renting for  
several  
customer  
segments

Continuing  
industrialisation  
and  
digitalisation

Enabling  
sustainable  
lifestyle

Good  
performance  
level  
EBIT >10%

## CUSTOMER SATISFACTION

62

Net Promoter Score

## SOLD APARTMENTS

61%

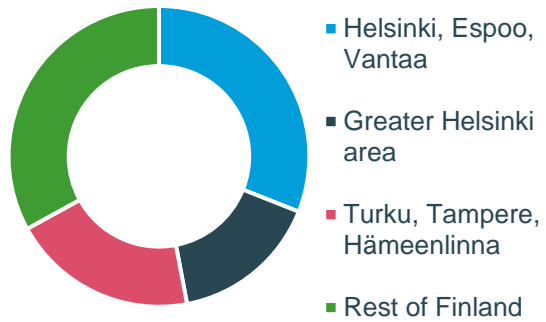
to consumers

EUR million	2020	2019	2018*
Revenue	1,286	1,240	1,158
Adj. operating profit	108	91	103
Adj. operating profit margin, %	8.4	7.4	8.9
Order book	1,437	1,737	1,729
Capital employed	700	697	585

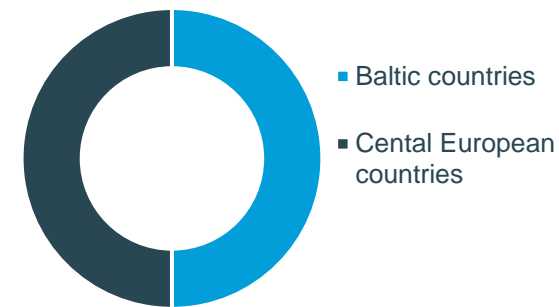
\* Pro forma

# Housing operations in Finland and CEE countries

SHARE OF PROJECTS  
BY REGION



SHARE OF PROJECTS  
BY REGION







# Housing Russia

Sustainable homes and residential areas

Growth in living services

Focus on plot acquisitions and project development in optimal locations

New operating model and standardised products

Good performance level  
EBIT >12%

## CUSTOMER SATISFACTION

60

Net Promoter Score

## RESIDENTIAL MANAGEMENT

94,000

service customer

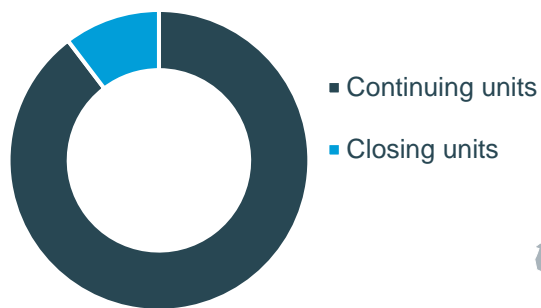
EUR million	2020	2019	2018*
Revenue	305	240	274
Adj. operating profit	27	1	-33
Adj. operating profit margin, %	8.8	0.5	-12.0
Order book	195	356	349
Capital employed	180	277	294

\* Pro forma



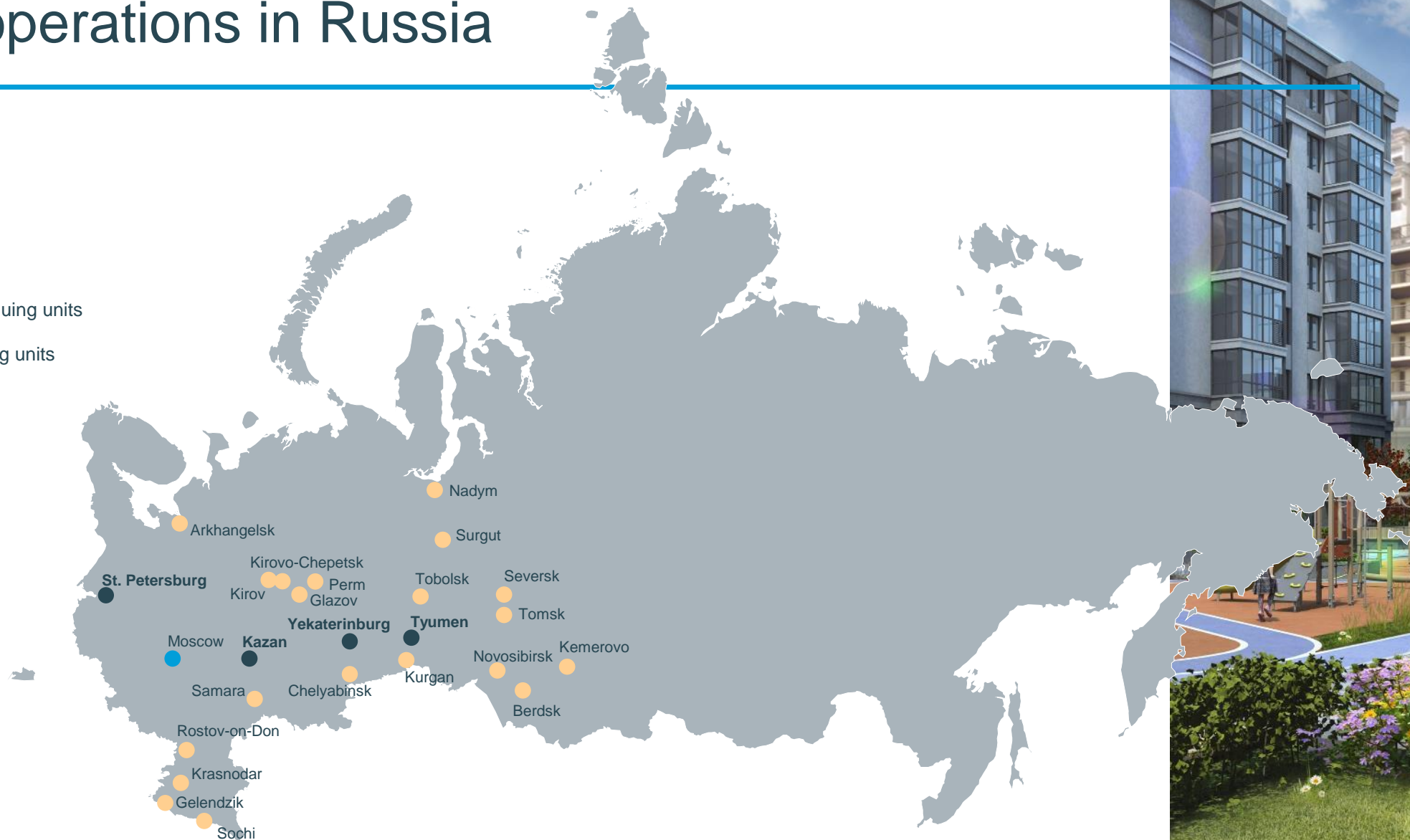
# Housing operations in Russia

## SHARE OF PROJECTS BY REGION



## SERVICES:

- Property maintenance and living services

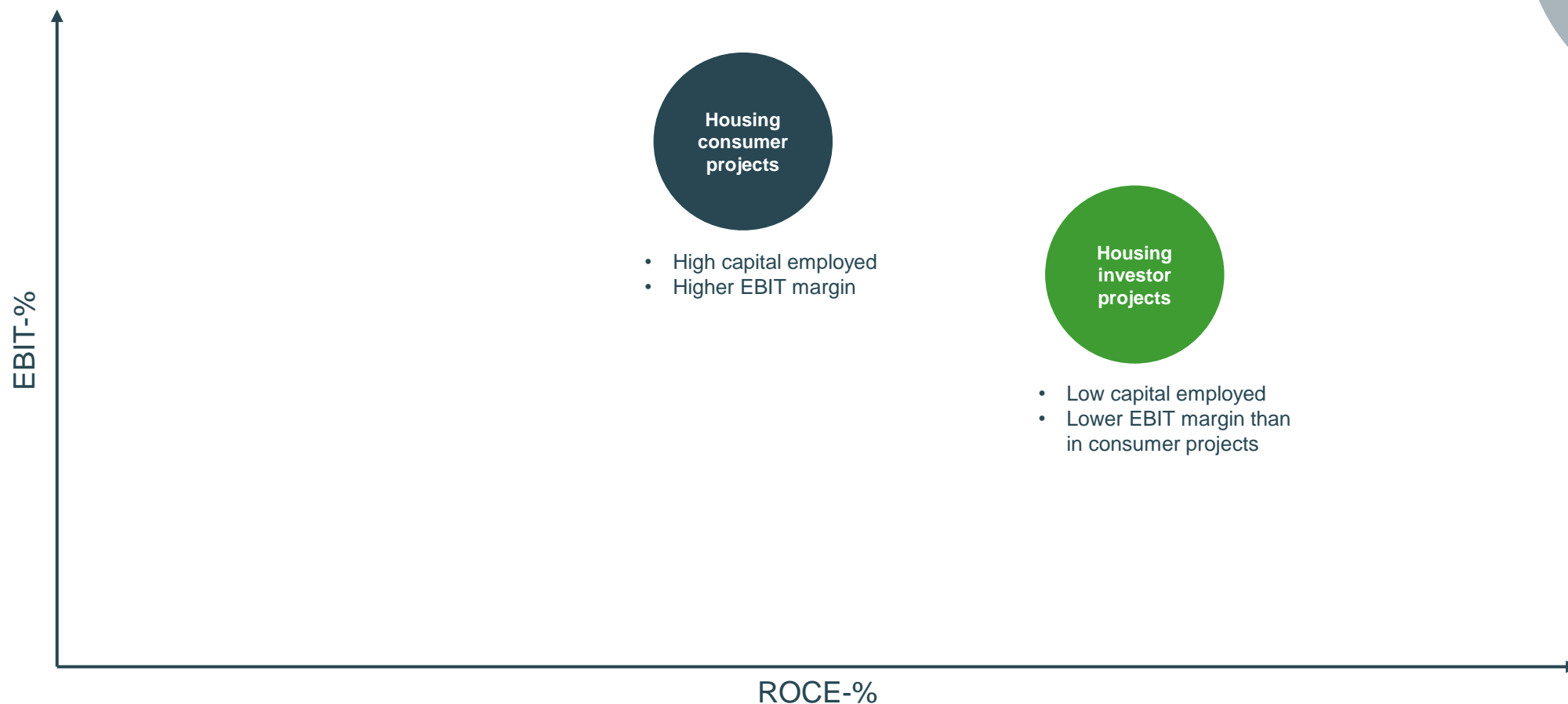
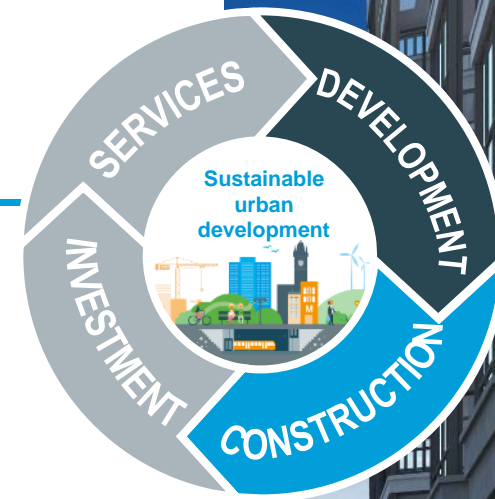






Housing

# Different customer profiles' financial impacts





# Business premises

Focus on  
project  
development  
and controlled  
tendering

Reliable partner  
in life-cycle  
and alliance  
projects

Adaptable  
offices,  
retail premises,  
public spaces  
and hybrid  
projects

Improving  
project  
management

Good  
performance  
level  
EBIT 5-7%

## CUSTOMER SATISFACTION

# 34

Net Promoter Score



The leading developer of business premises in Finland and an emerging player in the Baltic and Central European countries. Our focus is on capital regions.

EUR million	2020	2019	2018*
Revenue	761	1,177	1,045
Adj. operating profit	-44	-7	68
Adj. operating profit margin, %	-5.8	-0.6	6.5
Order book	745	897	1,327
Capital employed	-44	65	38

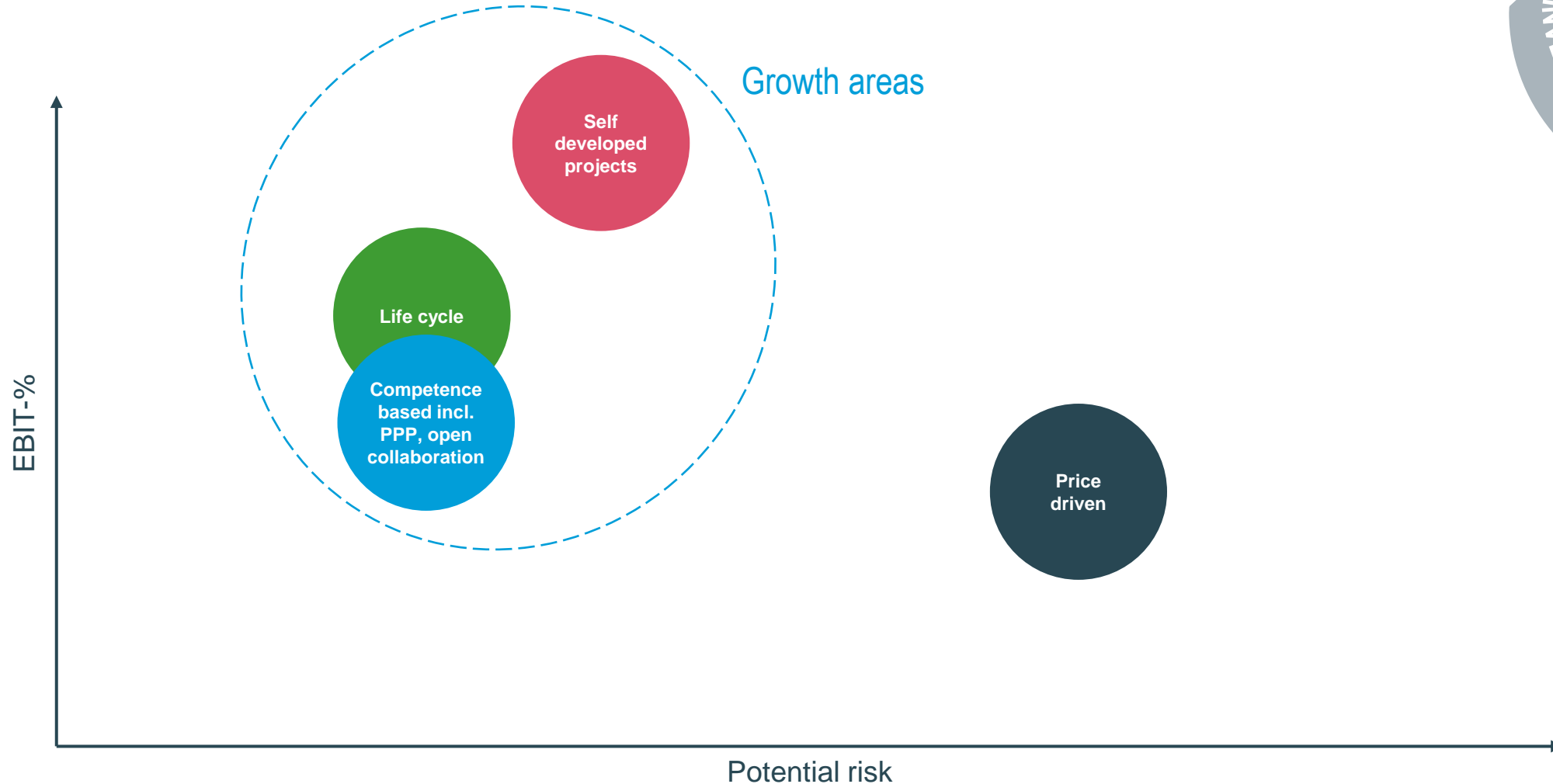
\* Pro forma





Business premises

# Different project types' financial impacts





# Infrastructure

## Demanding infrastructure construction such as

public transport systems,  
power plants, wind parks,  
water supply plants, data centres,  
roads, bridges, mines, underground premises,  
industrial plants and ports

Focus on  
improving  
profitability  
through risk  
and project  
management

Project  
development and  
competence-  
based expertise

Good  
performance  
level  
EBIT >5%

## CUSTOMER SATISFACTION

# 47

Net Promoter Score



Building foundation for  
sustainable urban  
development in Finland,  
Sweden and the Baltic  
countries.  
Our focus is on  
demanding infrastructure  
projects.

EUR million	2020	2019	2018*
Revenue	791	807	717
Adj. operating profit	13	15	-7
Adj. operating profit margin, %	1.6	1.9	-0.9
Order book	829	1,128	861
Capital employed	48	52	77

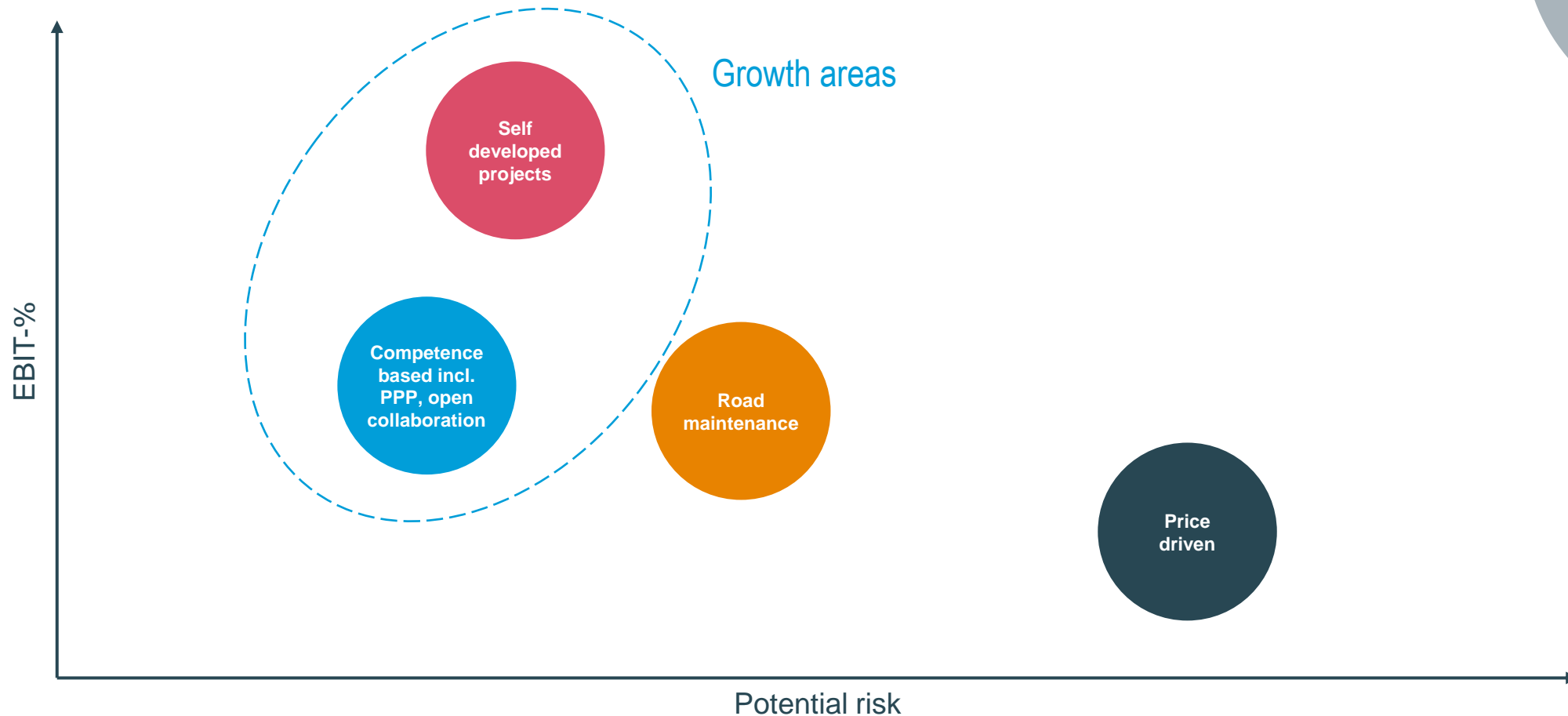
\* Pro forma





Infrastructure projects

# Different project types' financial impacts





# Partnership properties

Financing and ownership of large property development projects

Enables carrying out large urban development projects in line with the strategy

Income from asset ownership and real estate management

Growing investment portfolio

Good performance level  
ROCE >15%

## PORTFOLIO VALUE

~260

EUR million



Investment portfolio and real estate management operations in Finland and the CEE countries.

EUR million	2020	2019	2018*
Revenue	17	0	-
Adj. operating profit	5	83	27
Adj. operating profit margin, %	-	-	-
Order book	323	-	-
Capital employed	331	254	145

\* Pro forma





Partnership properties

# Different investment types' financial impacts



# 5

---

## Market environment





# YIT has strong market position in urban development

## SHARE OF TOTAL REVENUE IN 2020

### BUILDING CONSTRUCTION



Housing



Business premises

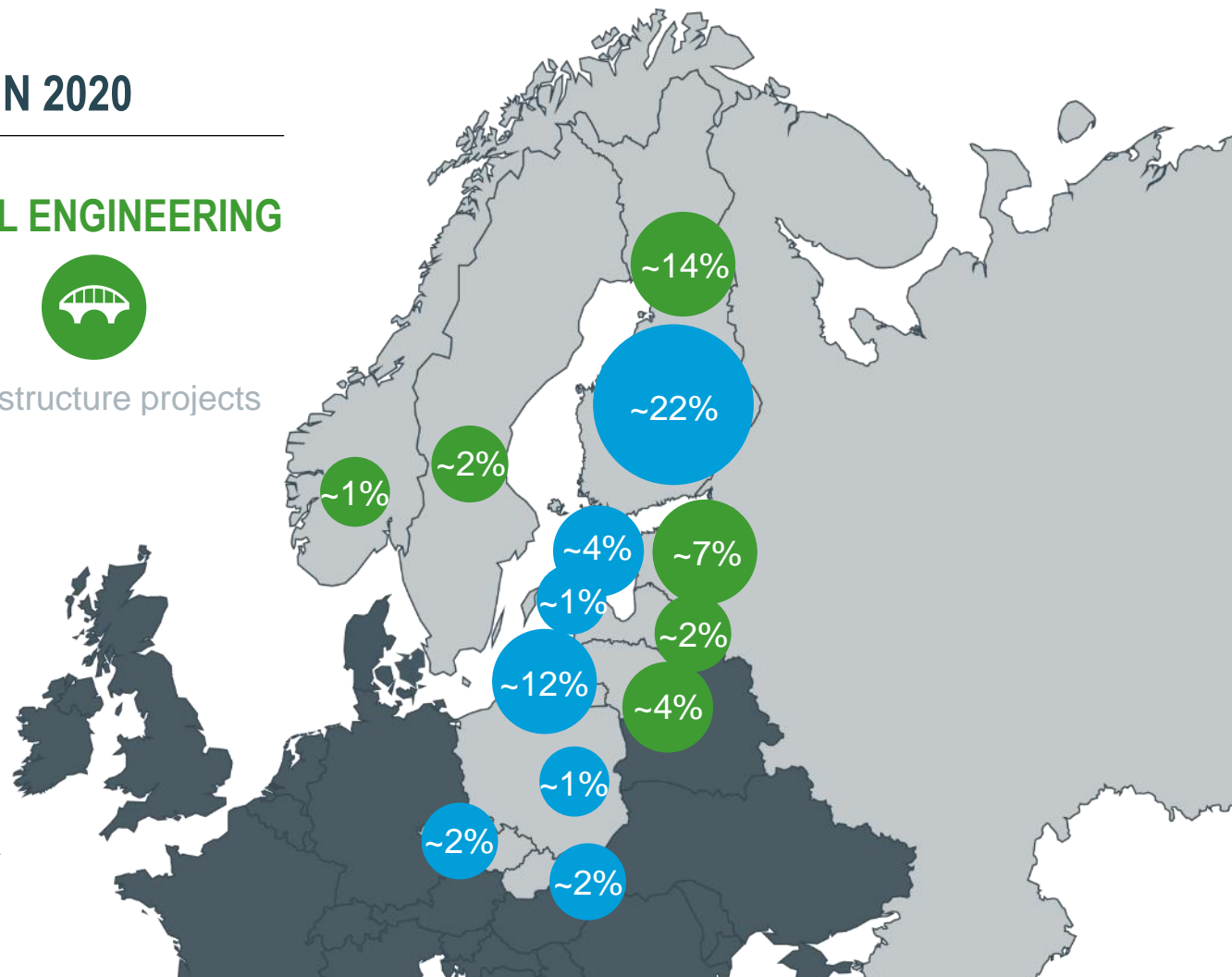
### CIVIL ENGINEERING



Infrastructure projects

Source: Eurostat, company own estimate.

Turnover data for building and civil engineering based on harmonized country-specific industry statistics collected by Eurostat. Only the comparable share of enterprises with more than 50 employees in the total turnover of the statistics has been taken into account. In the EU28, the share is on average 48% in the building construction industry and 71% in the civil engineering industry. Revenue data is based on confirmed figures collected by Eurostat and changes in output by country and industry in the Euroconstruct report. The calculated share of revenue has been compared to YIT's comparable revenue.



# Market outlook is relatively stable with limited visibility

	Housing	Business premises	Infrastructure	Partnership properties
Finland	→	→	↘	→
Russia	↘			
Baltic countries	→	↗	↗	↗
Central European countries	→	→		→
Sweden			→	

## Q4/2020 market situation

■ Good
 ■ Normal
 ■ Weak

## Q1/2021 market outlook

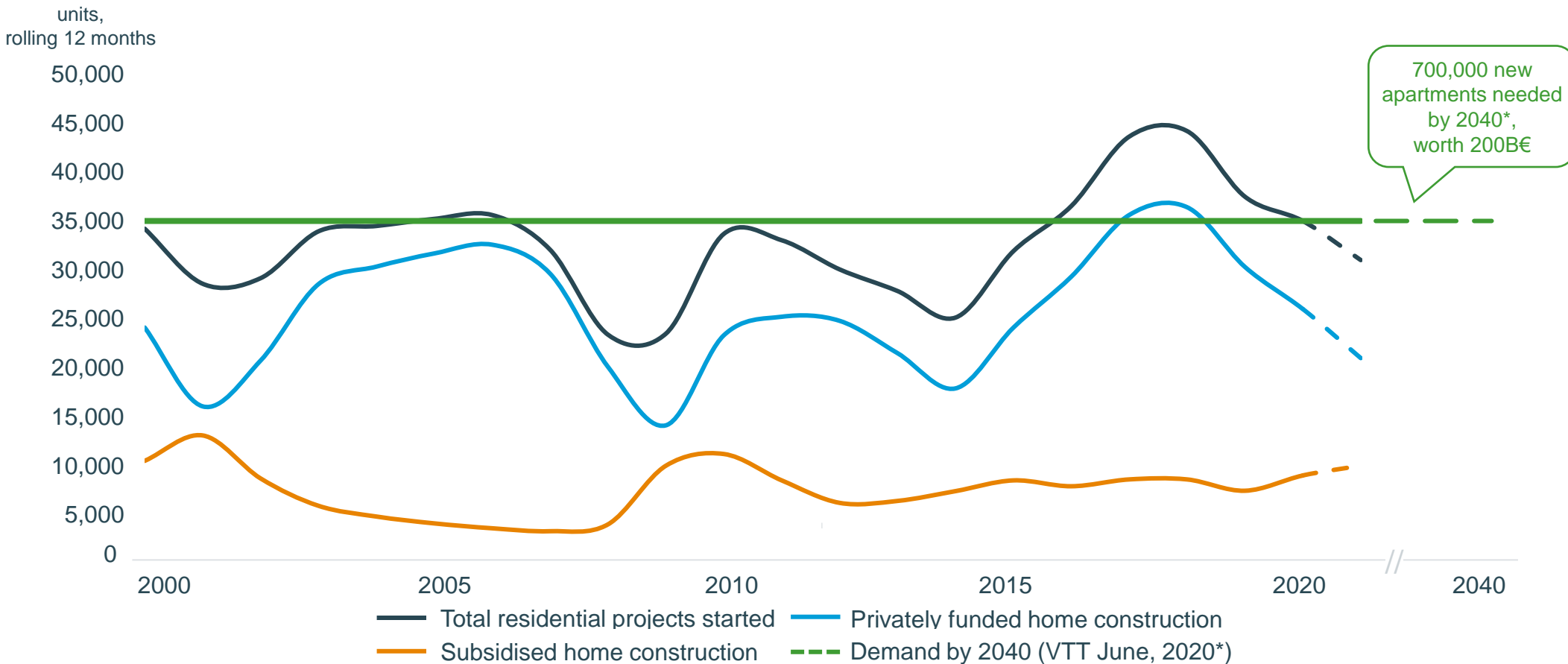
↗ Improving
 → Stable
 ↘ Weakening





# Strong housing demand remains in Finland

## APARTMENT START-UPS IN FINLAND

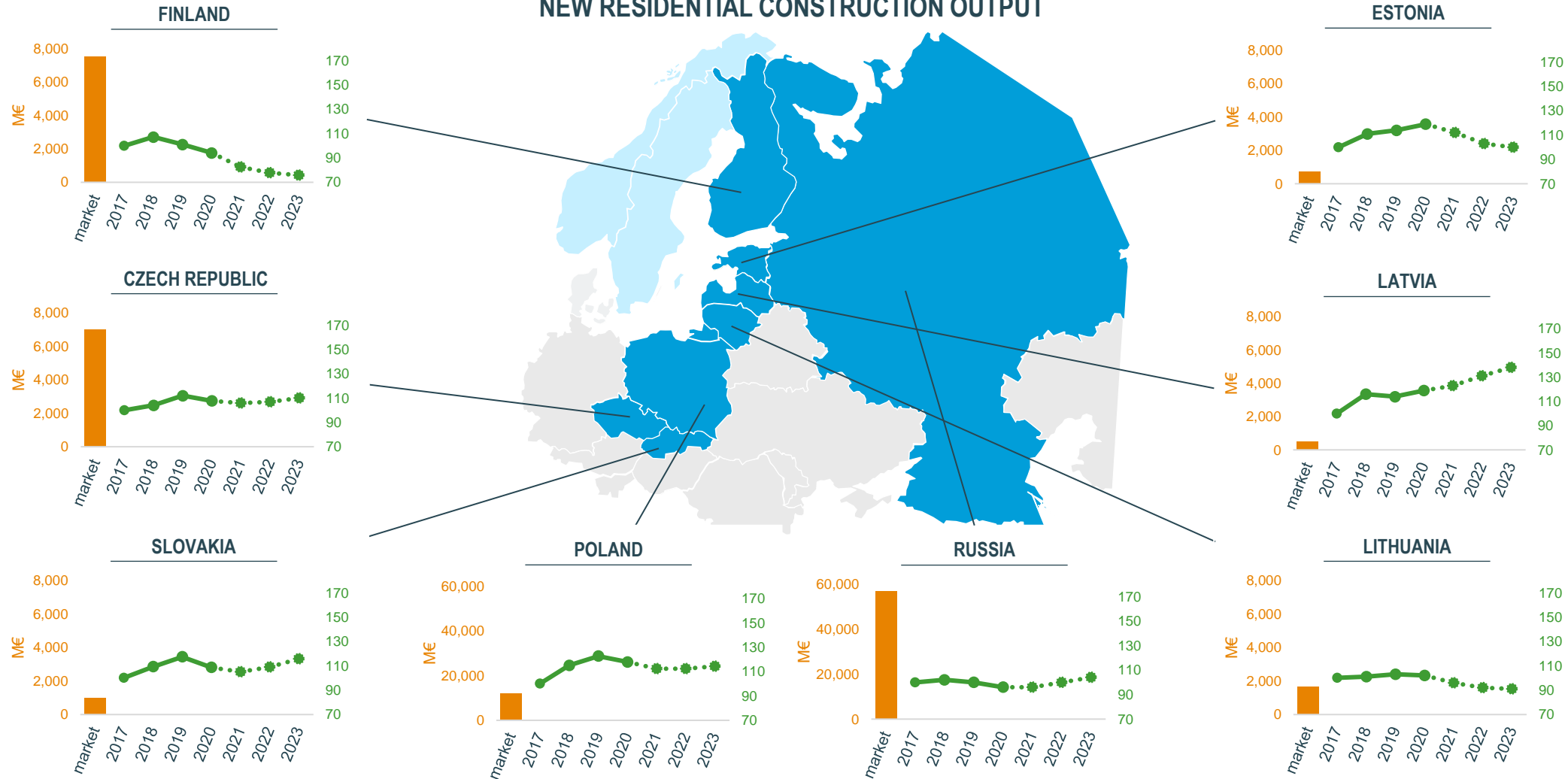




# Residential market outlook

Market volume 2019 (M€)  
Index at constant prices, 2017=100

## NEW RESIDENTIAL CONSTRUCTION OUTPUT



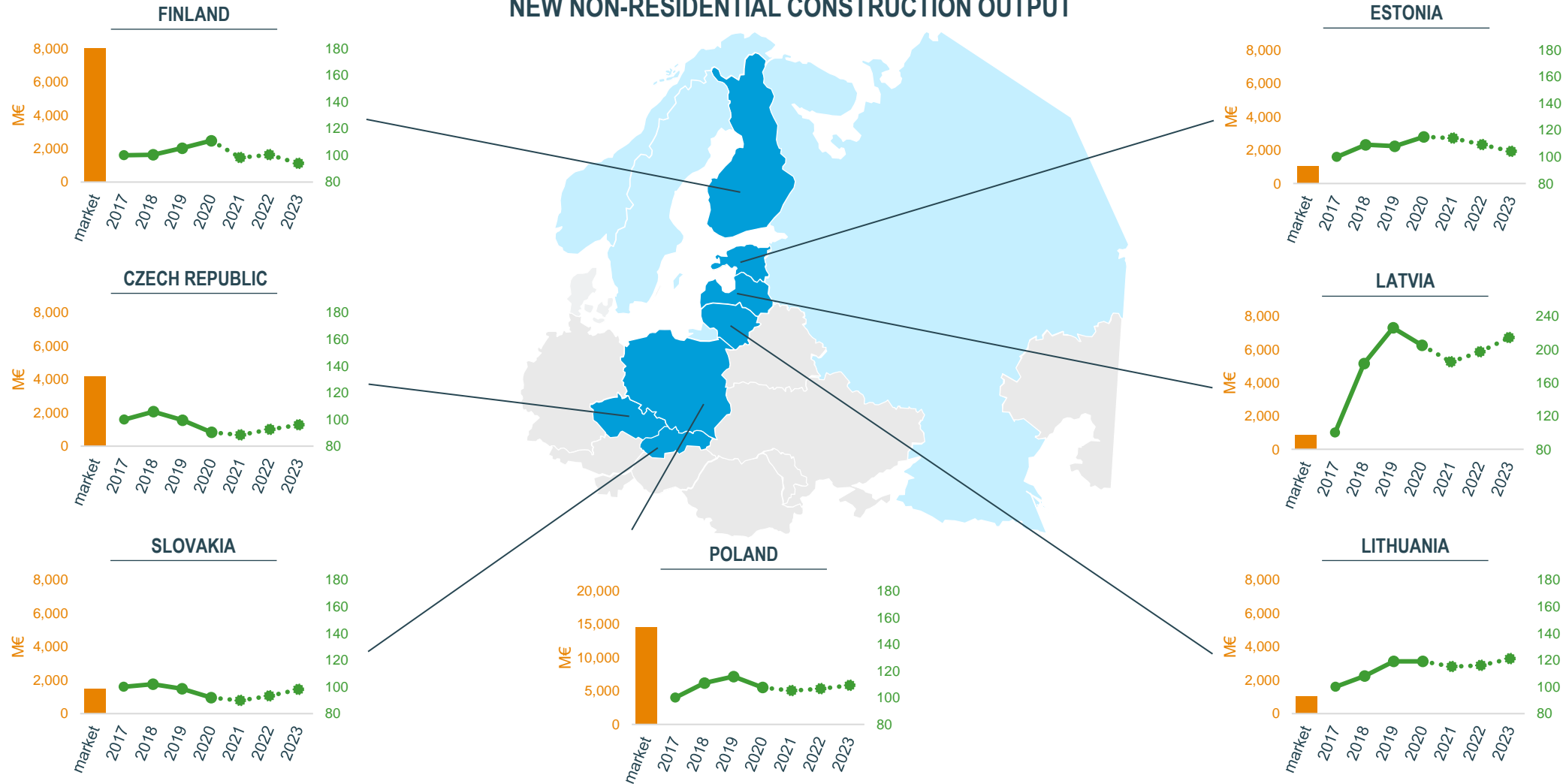




# Non-residential market outlook

Market volume 2019 (M€)  
Index at constant prices, 2017=100

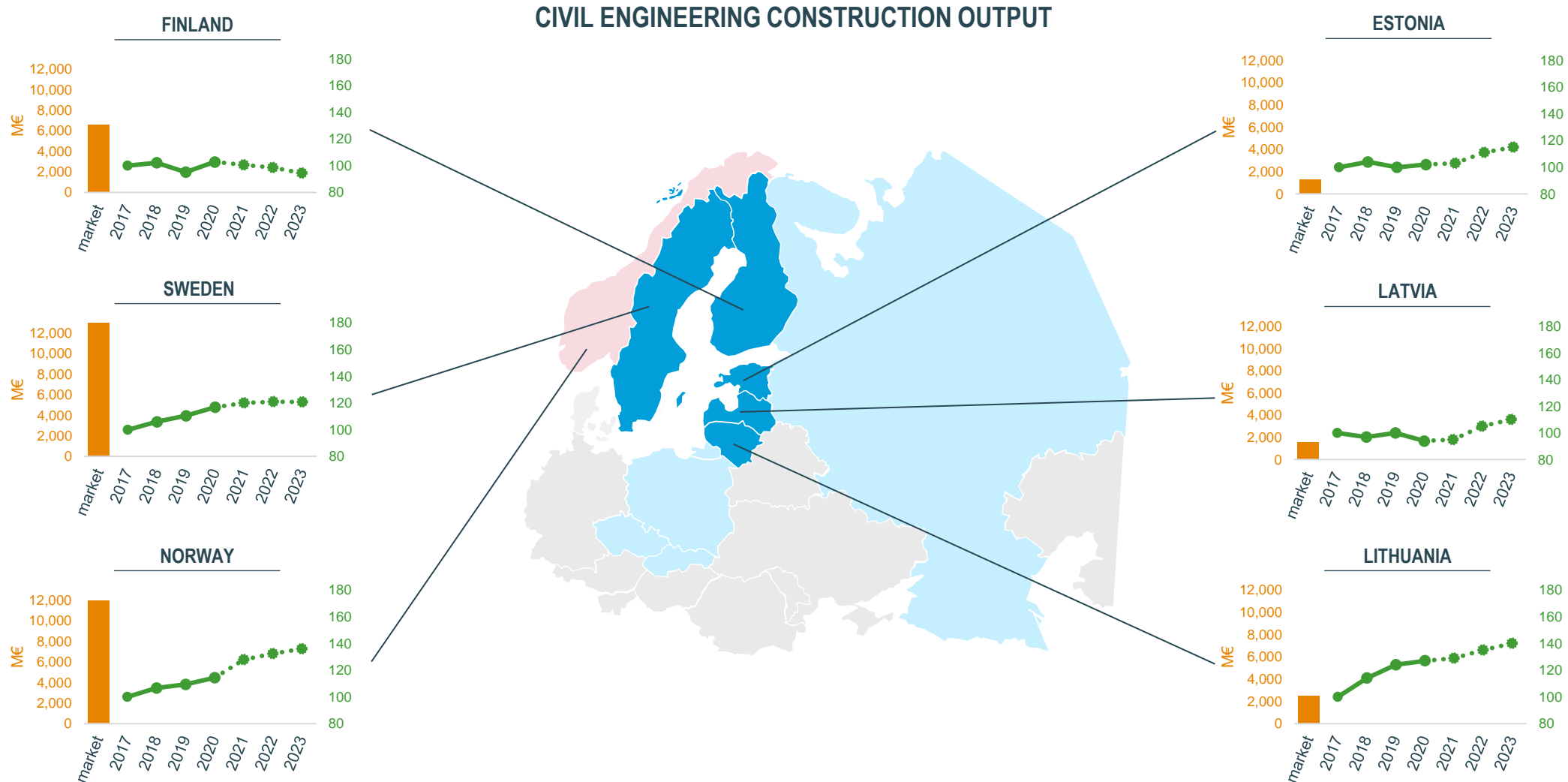
## NEW NON-RESIDENTIAL CONSTRUCTION OUTPUT





# Infra market outlook

Market volume 2019 (M€)  
Index at constant prices, 2017=100





# 6

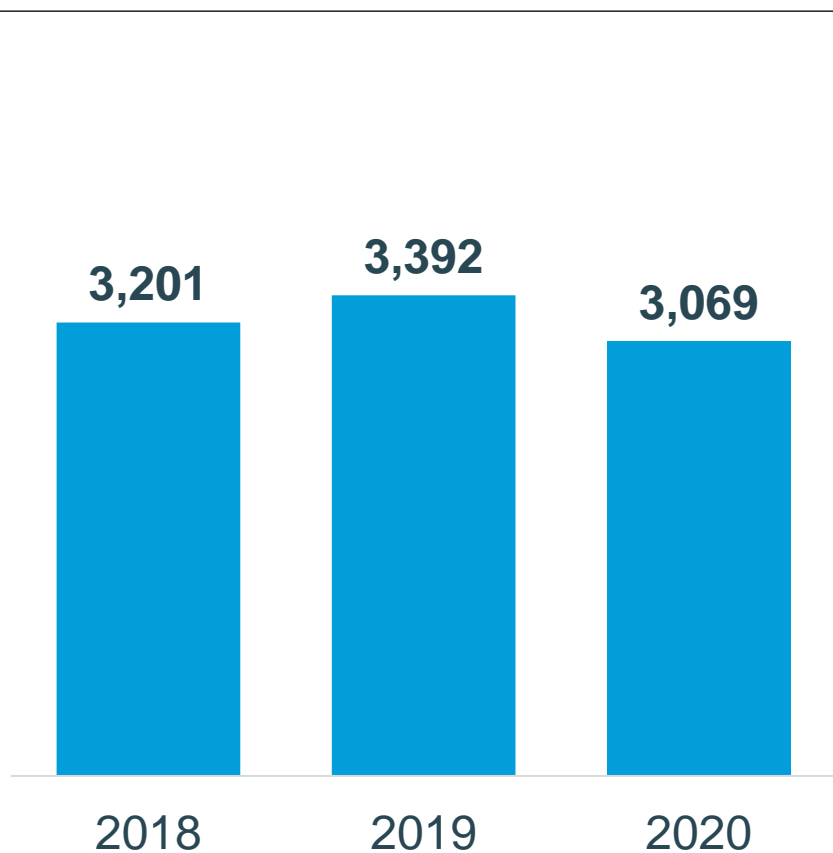
## Key financial development

HELSINKI-VANTAA AIRPORT, FINLAND

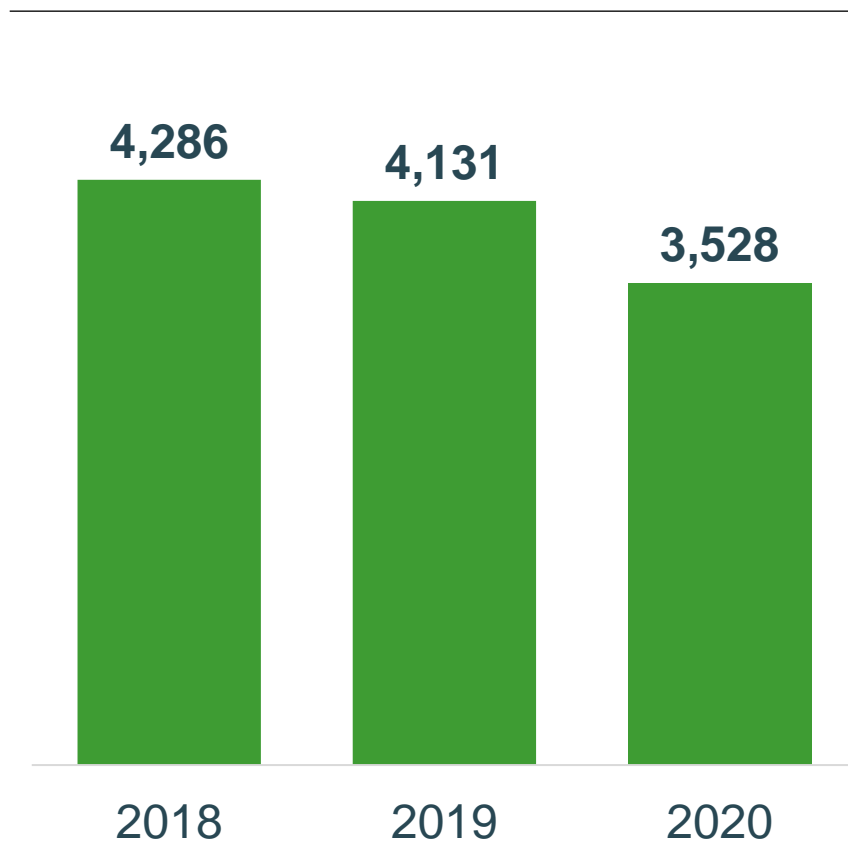


# Group development

REVENUE, € million



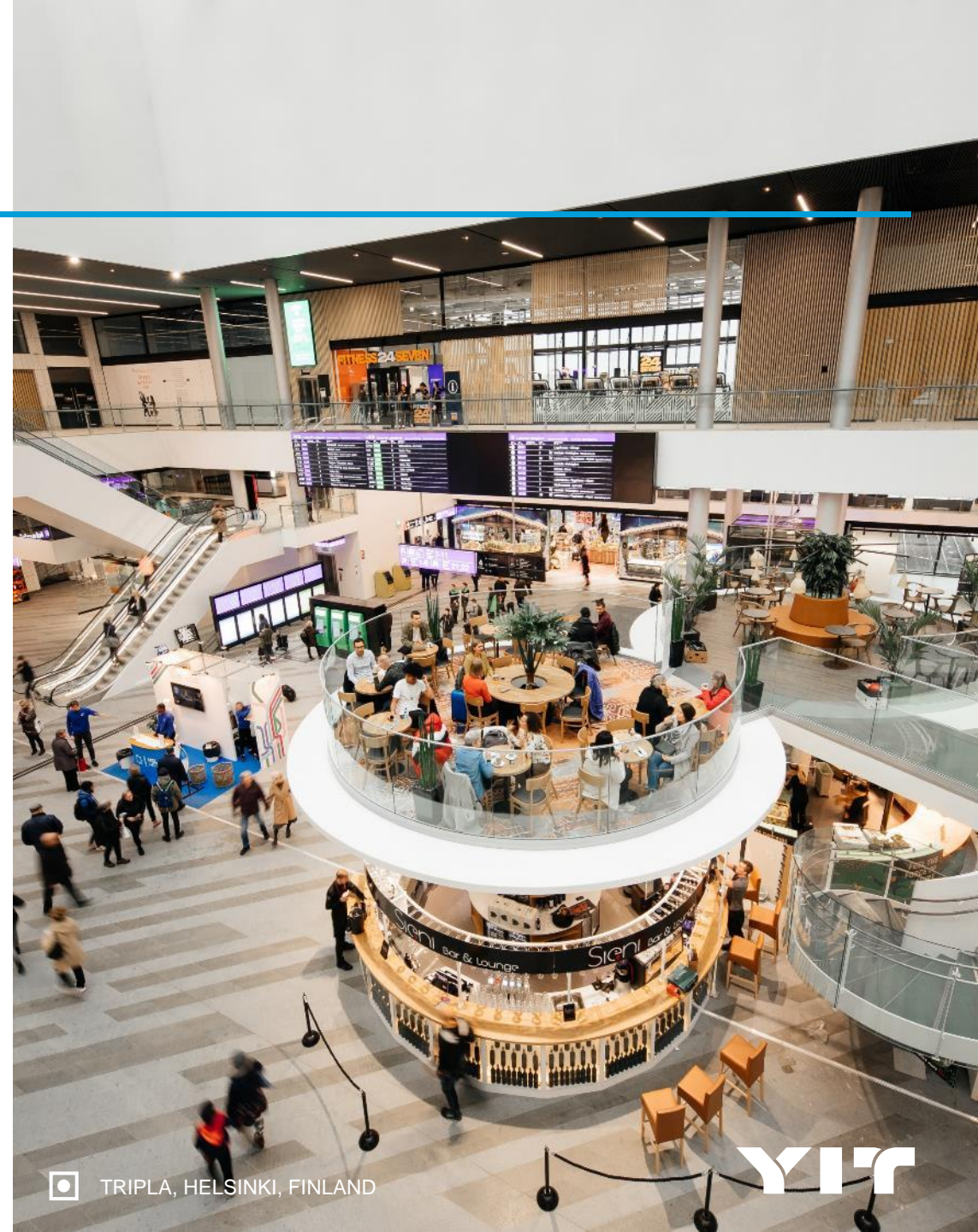
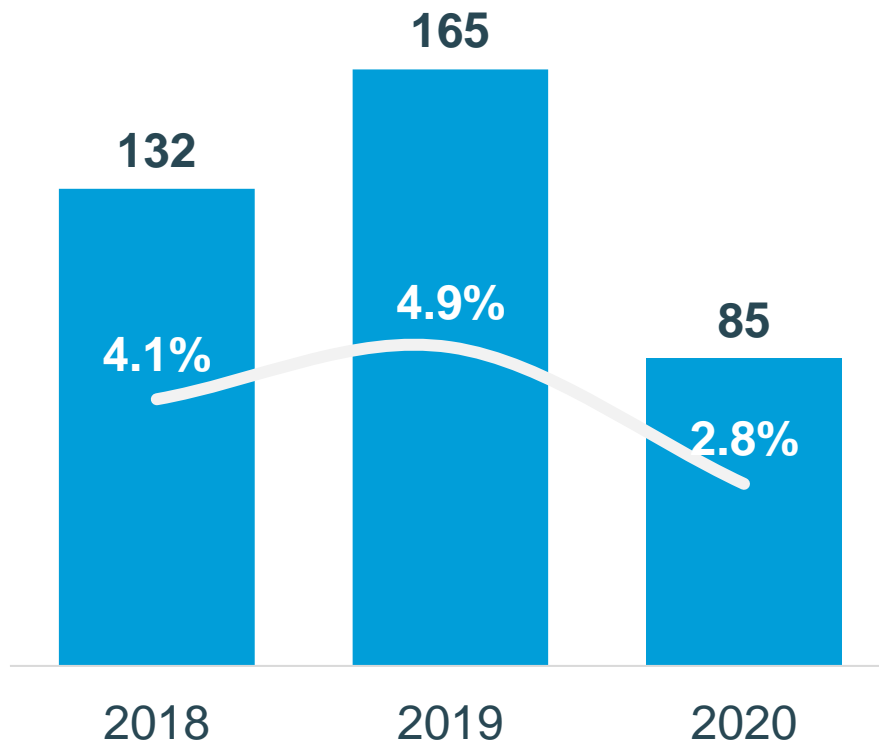
ORDER BOOK, € million





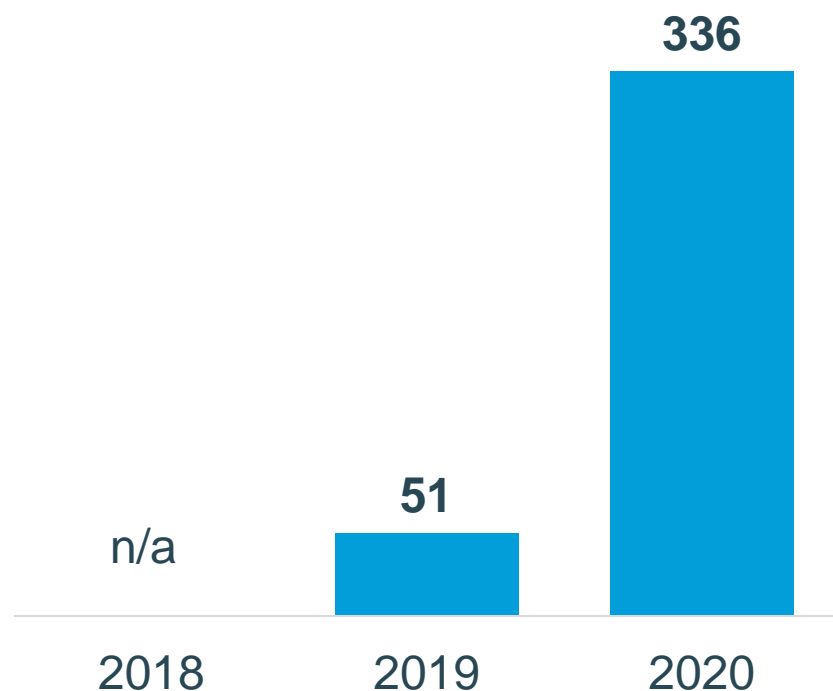
# Profitability weakened in 2020 due to negative fair value changes

ADJUSTED OPERATING PROFIT, € million  
AND PROFIT MARGIN, %

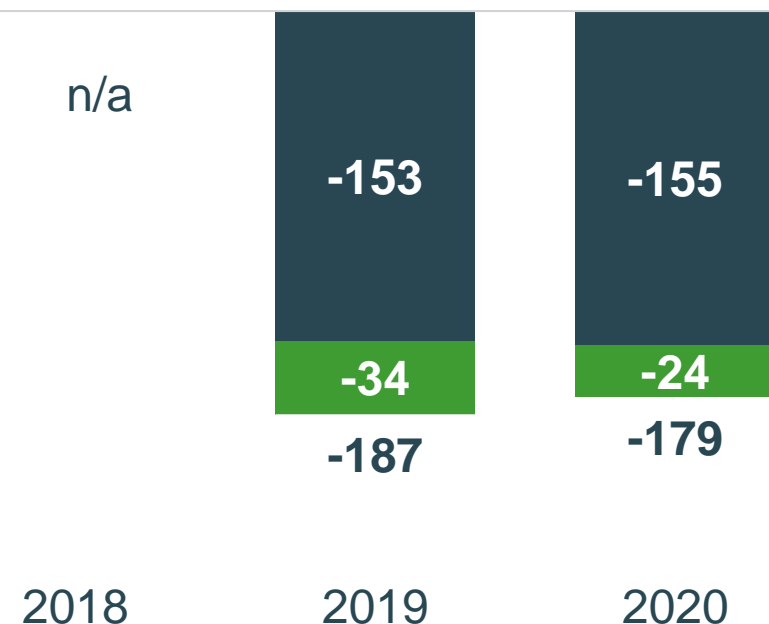


# Continued plot investments for the future

OPERATING CASH FLOW AFTER INVESTMENTS,  
rolling 12 months, € million



CASH FLOW OF INVESTMENTS,  
rolling 12 months, € million

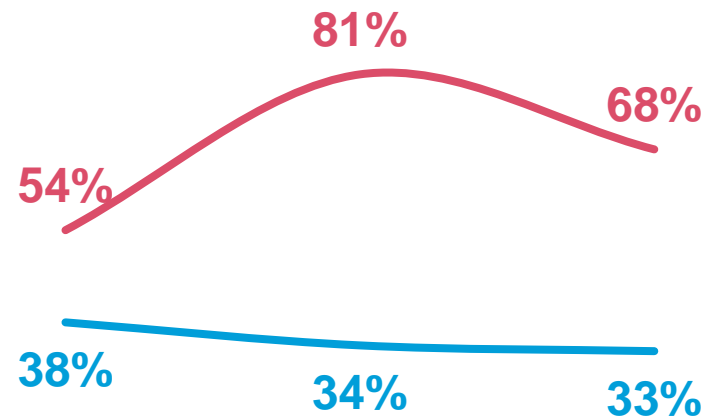


■ Plots ■ Associated companies and joint ventures



# Financial key ratios

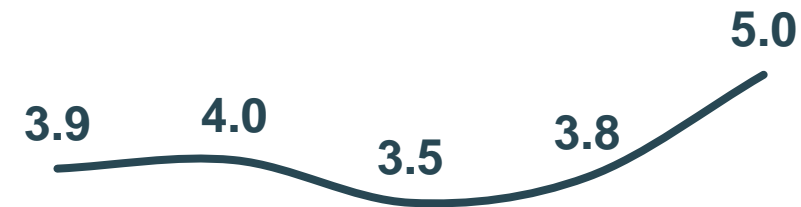
## EQUITY RATIO AND GEARING, %



2018<sup>1</sup>      2019      2020  
— Gearing      — Equity ratio

<sup>1</sup> Excluding IFRS 16.

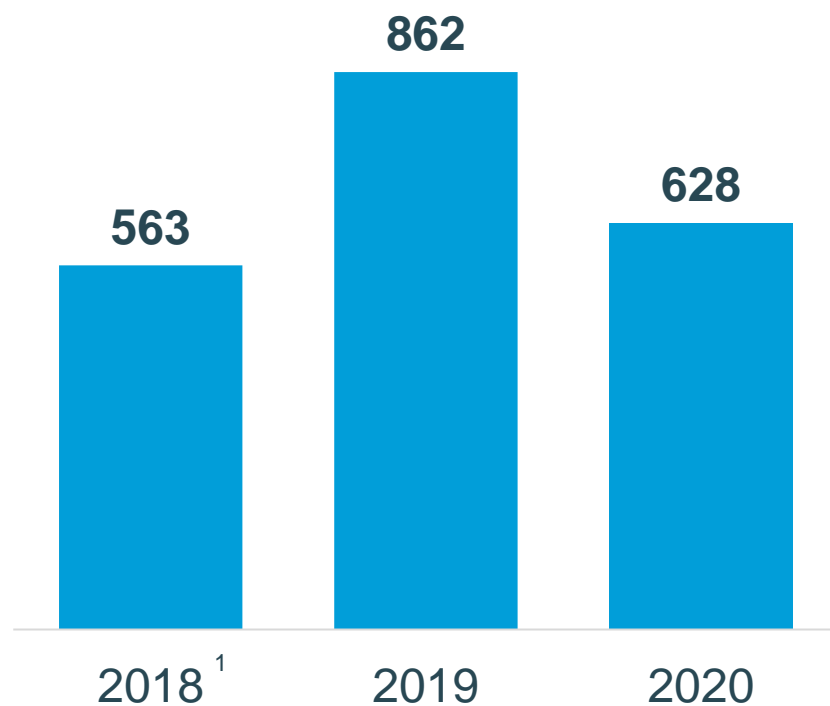
## NET DEBT / ADJUSTED EBITDA ratio



4Q19    1Q20    2Q20    3Q20    4Q20

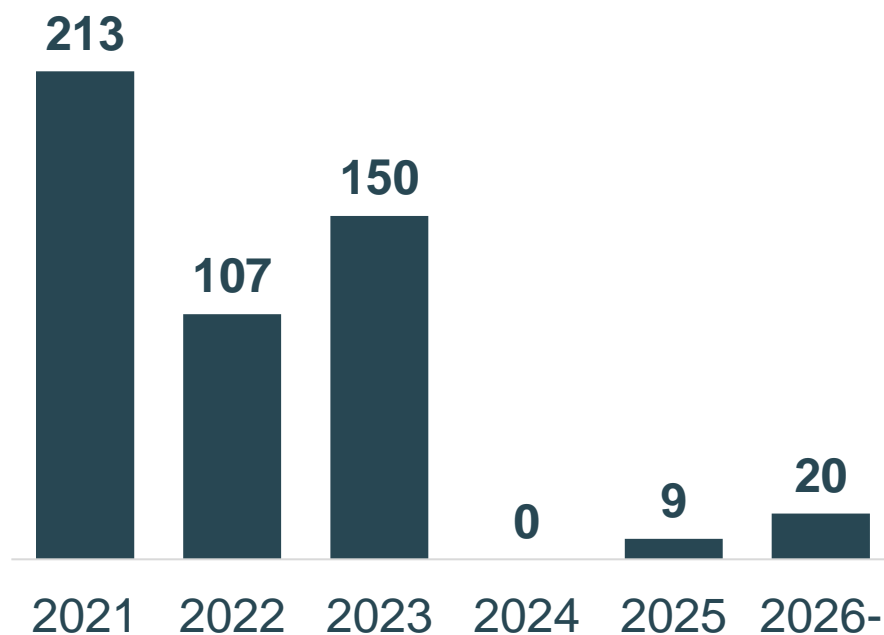
# Net debt decreasing

## NET INTEREST-BEARING DEBT, € million



<sup>1</sup> Excluding IFRS 16 lease liabilities, € 301 million.

## MATURITY STRUCTURE<sup>1</sup> AS OF 4Q20, € million



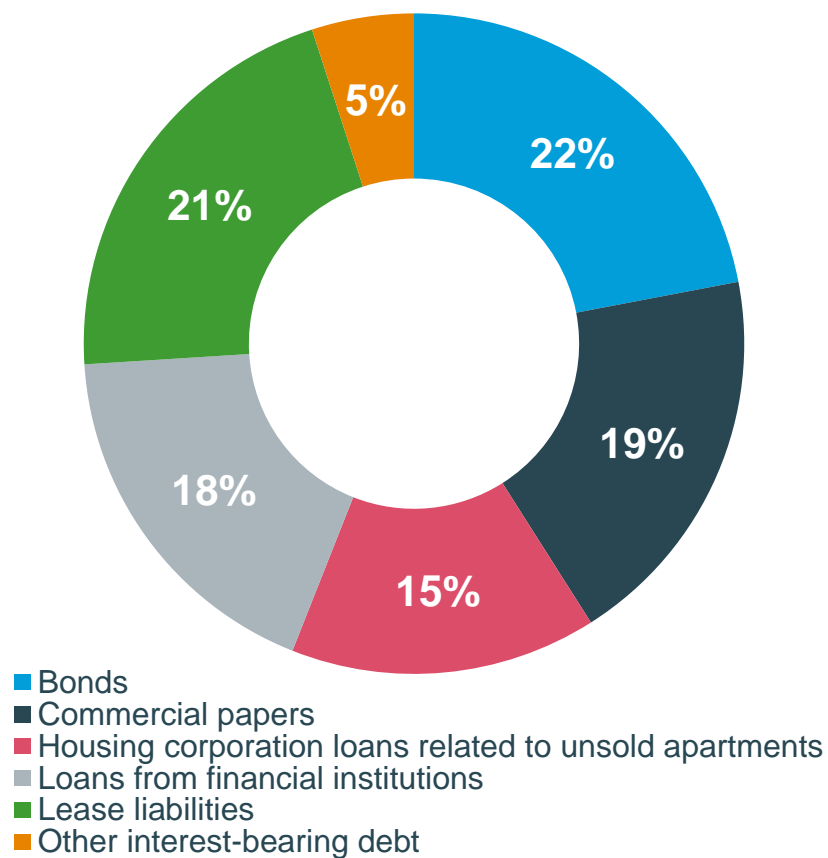
<sup>1</sup> Excluding housing company loans related to unsold apartments, € 154 million, commercial papers, € 216 million and IFRS 16 lease liabilities, € 235 million.



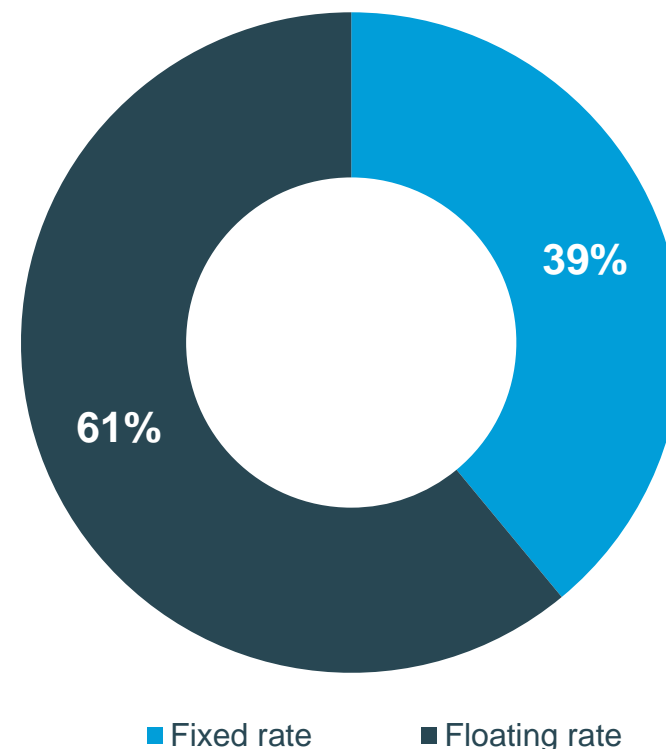


# Debt structure stable

## INTEREST-BEARING DEBT PORTFOLIO, € million



## INTEREST RATE DISTRIBUTION OF INTEREST PORTFOLIO<sup>1</sup>



<sup>1</sup> Excluding IFRS 16 lease liabilities, EUR 235 million

# Group key financial figures

€ million	2020	2019	2018 <sup>1</sup>
Revenue	3,069	3,392	3,201
Operating profit	35	80	105
Operating profit margin, %	1.1	2.4	3.3
Adjusted operating profit	85	165	132
Adjusted operating profit margin, %	2.8	4.9	4.1
Result before taxes	-6	40	71
Result for the period	-8	5	49
Result for the period, incl. discontinued operations	27	15	33
Earnings per share, EUR	0.13	0.07	0.19
Operating cash flow after investments	336	51	n/a
Net interest-bearing debt	628	862	563
Gearing, %	68	81	54 <sup>2</sup>
Equity ratio, %	33	34	38
Return on capital employed, % (ROCE, rolling 12 months)	5.2	9.7	n/a
Order book	3,528	4,130	4,286







Questions?

Please, don't hesitate to  
contact us!

**YIT Investor Relations**  
[investorrelations@yit.fi](mailto:investorrelations@yit.fi)

**Tommi Järvenpää**  
Vice President, Investor  
Relations  
+358 40 576 0288  
[tommi.jarvenpaa@yit.fi](mailto:tommi.jarvenpaa@yit.fi)

**Hanna Valonen**  
Investor Relations Specialist  
+358 408 846 556  
[hanna.valonen@yit.fi](mailto:hanna.valonen@yit.fi)

Follow YIT IR  
on Twitter



[twitter.com/  
YITInvestors](https://twitter.com/YITInvestors)



[yitgroup.com](https://yitgroup.com)



# 7

## Appendices





# Appendices

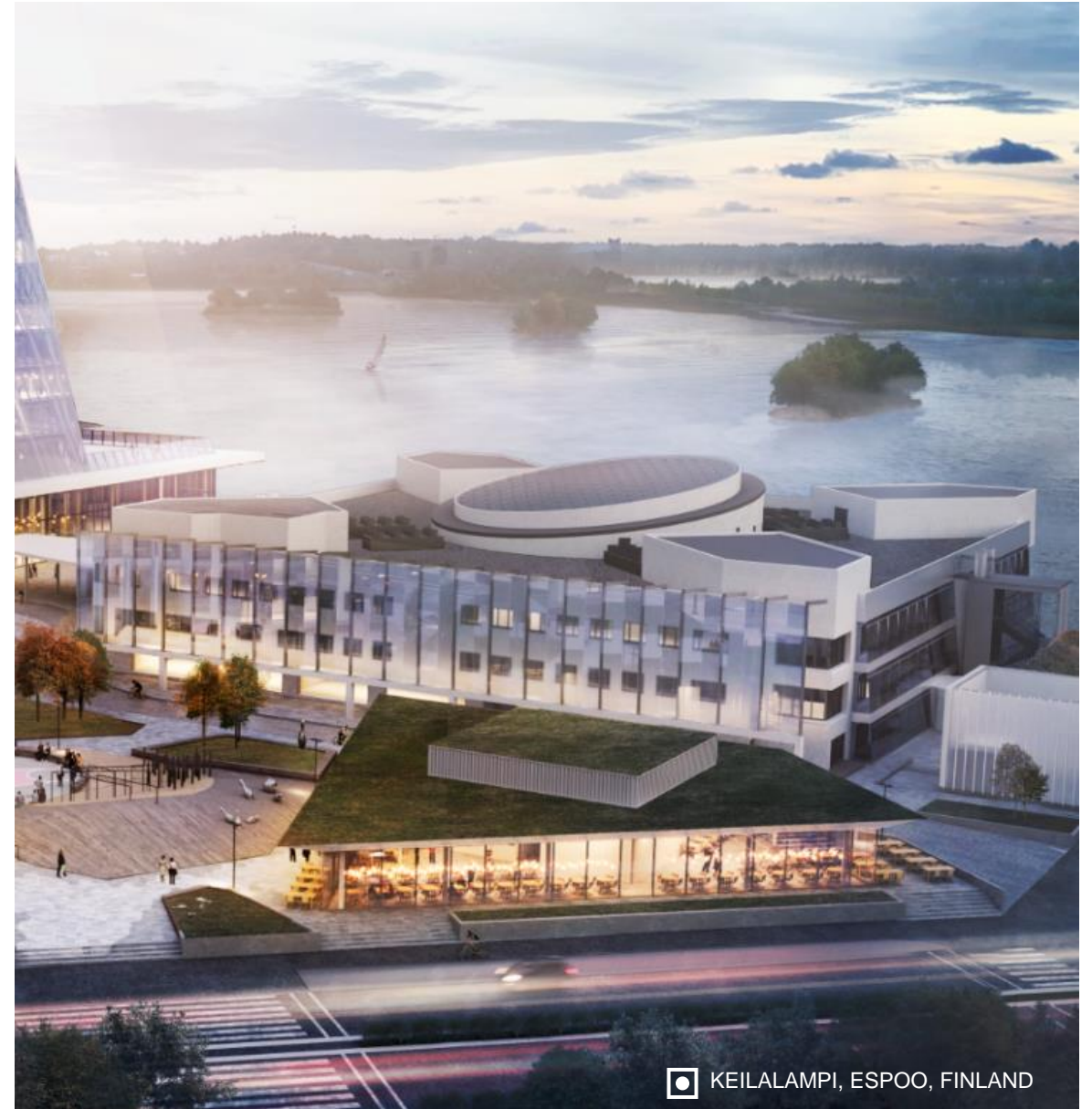
---

I. Remuneration

II. ESG

III. History of YIT

IV. Key projects



KEILAMPI, ESPOO, FINLAND

# I. Remuneration

## YIT REMUNERATION POLICY



## REMUNERATION PROGRAMMES

- Short-term incentives (STI) | 1 year
  - Performance-based monetary bonuses
  - Most salaried employees included
  - Business and individual performance targets
  - Aim to motivate and compensate employees based on the achievements and to drive efficient operation of the day-to-day business according to the company's annual plan
- Long-term incentives (LTI) | 3 year
  - Share-based incentive scheme
  - Key persons included
  - Return on capital employed (ROCE), total shareholder return (TSR), net promoter score (NPS) targets
  - Aim to inspire, engage and empower key people to execute the strategy and create higher shareholder returns and align the interests of employees with shareholders' interests



# II. YIT supports UN's Sustainable Development Goals (SDG's)

## MOST MATERIAL SDG'S FOR YIT

- 8 Decent work and economic growth
- 11 Sustainable cities and communities
- 12 Responsible consumption and production
- 13 Climate action
- 16 Peace, justice and strong institutions



## 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**.



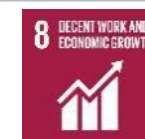
- 2 Compliance with good **corporate governance**. Preventing corruption and the grey economy.



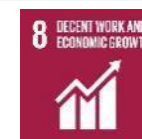
- 3 Occupational safety.



- 4 Promoting the personnel's occupational **well-being** and **competence development**.



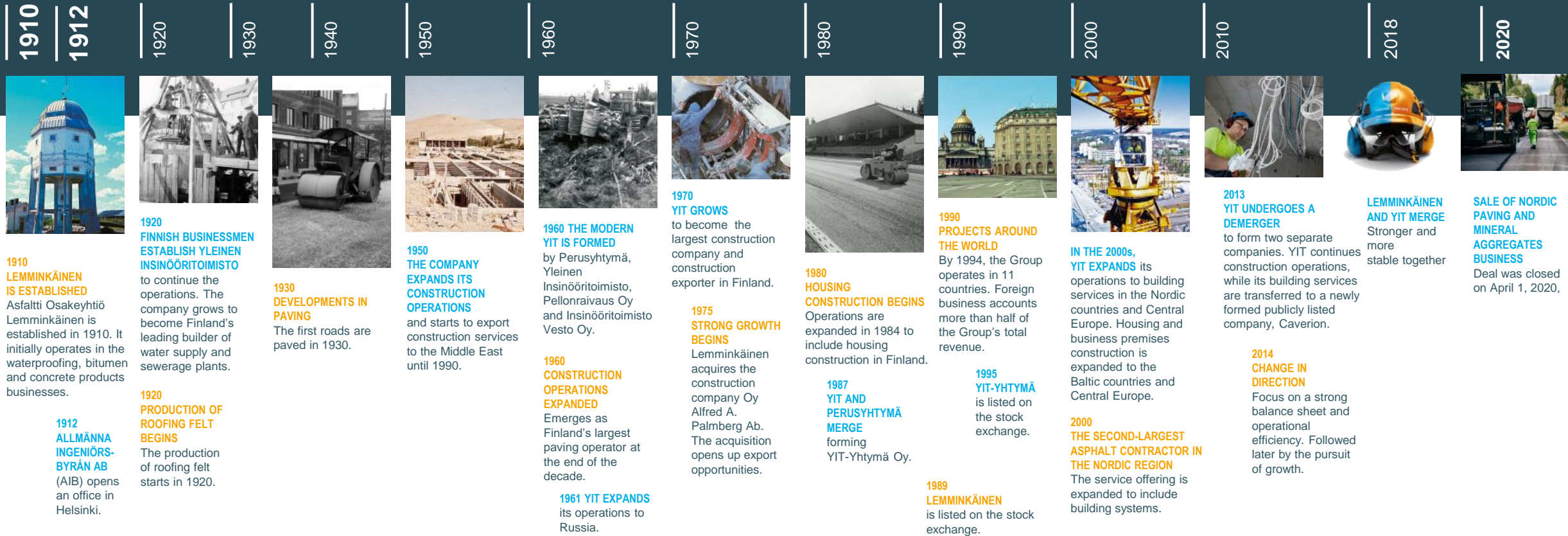
- 5 Implementing responsible **subcontracting** and **procurement**.



- 6 Reducing the **environmental impacts** of YIT's own operations.



# III. The history of YIT 1910–2020





## IV. Key projects: Housing



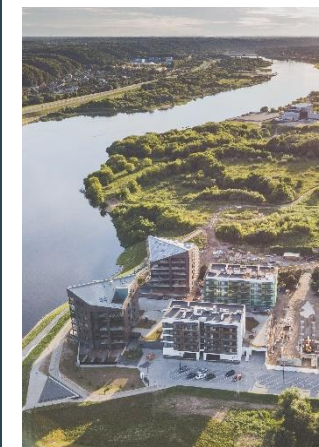
### RANTA-TAMPELLA TAMPERE, FINLAND

Ranta-Tampella is one of the largest areas under construction in Tampere. Construction began in autumn 2016 and the first residents moved into their new homes in 2018.



### ZWIRN BRATISLAVA, SLOVAKIA

Zwirn is an urban residential and office property in Bratislava's historical industrial district, on a plot of land known for being the location of a spinning mill. Construction on the first phase of the project began in 2020.



### PILIAMIESTIS KAUNAS, LITHUANIA

Located on the banks of river Neris in front of the Old Town and Kaunas Castle, Piliamiestis is the most attractive places to live in Kaunas. Construction of this project started at 2015 and it will be finished approximately in 2026.



### AROMA PARK WARSAW, POLAND

The development of the Aroma Park residential area near Warsaw includes the renovation of an early 20th century yeast production plant and the construction of new residential buildings. Construction is now under way on the third phase.



### SUOMI HLOUBĚTÍN PRAGUE, CZECH REPUBLIC

Suomi Hloubětín is a large area development project in Prague. Nearly 900 apartments will be built in the nine-hectare area.



### SUOMEN RANTA YEKATERINBURG, RUSSIA

Suomen Ranta is a residential block under construction near the city centre of Yekaterinburg, by the Iset river, right next to Mayakovsky Central Park. With five buildings, the project consists of more than 1,300 apartments and will be completed in 2023.

## IV. Key projects: Business premises



### HELSINKI AIRPORT TERMINAL EXPANSION

**VANTAA, FINLAND**

We are the project management contractor in the Helsinki Airport terminal expansion project, which will increase the airport's capacity.



### KEILANIEMENRANTA **ESPOO, FINLAND**

Keilaniemenranta will become an attractive district of jobs and housing by the sea, with stops for the metro stop and the Jokeri Light Rail system. In addition to apartments and business premises, the district will feature a hotel, day-care centre, restaurants and other services. The Keilalampi property was renovated in 2020.



### VAASA CENTRAL HOSPITAL

**VAASA, FINLAND**

Implemented as an alliance project, the new hospital building will have premises and facilities that take advantage of future technology. Customer orientation and cost-efficient life cycle have been the guiding criteria for design.



### UNIVERSITY OF HELSINKI MAIN BUILDING **HELSINKI, FINLAND**

Alliance project to renovate the main building of the University of Helsinki: a protected building of historical value in the heart of the city. The project won the Construction Site of the Year award in 2020.



### HAMBURGER BÖRS **TURKU, FINLAND**

The old hotel building from the 1970s will be demolished and replaced by a new hotel. The oldest section of Hamburger Börs, a protected building from 1885, will be renovated with respect for its historical value. Approximately 270 hotel rooms will be built in the new Scandic hotel.



### VUOSAARI UPPER SECONDARY SCHOOL **HELSINKI, FINLAND**

We are building Helsinki's first school building implemented under the life cycle model. The school will have a significant role as a public building in the area, providing not only premises for education but also recreational facilities for local residents.



# IV. Key projects: Infraprojects



## TAMPERE LIGHT RAIL ALLIANCE TAMPERE, FINLAND

Phase 1 to be completed in 2021. Phase 2 started in 2020 and is estimated to be completed 2024. The combined length is 23 kilometres. Also, a light rail maintenance alliance contract for the period 2/2019–5/2029.



## BLOMINMÄKI WASTEWATER TREATMENT PLANT ESPOO, FINLAND

Excavation and construction contract for a wastewater treatment plant. When completed, the efficient treatment plant will process the wastewater of 400,000 people.



## JOKERI LIGHT RAIL HELSINKI-ESPOO, FINLAND

The first light rail project in the Helsinki metropolitan area. About 25 km, 34 pairs of stops between Itäkeskus in Helsinki and Keilaniemi in Espoo. Will make cross-city public transport more reliable and increase passenger comfort.



## CROWN BRIDGES ALLIANCE HELSINKI, FINLAND

The Crown Bridges project will connect the Laajasalo, Korkeasaari and Kalasatama districts to the centre of Helsinki with a 10-kilometre tramway. The construction work can be started in 2021.



## HENRIKSDAL WASTEWATER TREATMENT PLANT STOCKHOLM, SWEDEN

We construct multiple works for Stockholm Vatten, tunnels and the interior of the tunnels, equipment and systems. The operation of the existing plant will be ongoing throughout the construction period.



## MURTOMÄKI WIND FARM PYHÄJÄRVI, FINLAND

The project rights have been sold to Ålandsbanken Wind Power Fund with all the required permits. The project consists of 15 wind turbines and their production capacity corresponds to total power of approximately 90 MW. We are also building the wind farm's infrastructure.

# IV. Key projects: Partnership properties



## REVENUE PHASE



### MALL OF TRIPLA HELSINKI

Part of a complex of three blocks and Finland's largest shopping centre in terms of the number of shops. Also includes the Pasila railway station and a parking facility. Tripla was completed in its entirety in 2020.



### YCE HOUSING 1 FUND CEE COUNTRIES

We are a partner in this fund, which invests in housing development projects in the CEE countries. We are responsible for the construction of the fund's projects and selling the apartments to consumers.



### OP-VUOKRAKOTI KY FINLAND

A company established by YIT and OP-Vuokratuotto for residential investments. We have agreed on the sale of eight apartment buildings to be built for rental purposes to the company. The investment value of the projects is approximately EUR 130 million and YIT's share of the joint investment is 40 %.

## DEVELOPMENT PHASE



### THE MARIA GROWTH AND TECHNOLOGY COMPANY HUB HELSINKI, FINLAND

The Maria growth and technology company hub is a significant development project on the international scale. When completed, it will be a campus with more than 4,000 jobs and 70,000 m<sup>2</sup> of space.



### TRIGONI HELSINKI

YIT won the Helsinki High Rise design-build competition in 2018. The implementation agreement for the start-up area includes the design and construction of two high-rise buildings and a podium structure combining the buildings. Construction will begin after the local detailed plan has been confirmed, which is estimated to take place in 2022.



### GARDEN HELSINKI HELSINKI

One of Finland's largest urban development projects. Includes the world's most modern event arena, for example. Built largely underground. Mainly business premises and hotel services as well as apartments aboveground. A privately funded project that is currently in the local detailed plan phase.



Together  
we can  
do it.