LASSILA & TIKANOJA

Q2 2017

Pekka Ojanpää, President and CEO 2 August 2017



HIGHLIGHTS OF Q2/2017

- Net sales EUR 167.2 million (EUR 166.9 m) 0.2% (yoy)
 - Net sales grew in Industrial Services and Renewable Energy Sources
 - Net sales decreased in Facility Services and Environmental Services
- Operating profit EUR 10.1 million (EUR 14.1 m)
 - Operating profit improved in Industrial Services and Renewable Energy Sources
 - Profitability of Facility Services and Environmental Services declined year-on-year
 - In addition to lower profitability of business operations, operating profit was weighed down by expenses relating to acquisitions and closure of landfills.
- L&T signed an agreement to acquire Veolia FM AB



HIGHLIGHTS OF 1-6/2017

- Net sales EUR 329.2 m (EUR 327.5 m) 0.5% (yoy)
 - During the first half of the year, net sales grew in Industrial Services and in Environmental Services. Net sales of Facility Services and Renewable Energy Sources declined year-onyear.
 - Industrial Services business grew and improved its profitability year-on-year due to strong demand.
- Operating profit EUR 15.2 m (EUR 20.9 m)
 - Operating profit improved in Industrial Services, but was lower than in the comparison period in Environmental Services, Facility Services and Renewable Energy Sources.
 - The profitability of Facility Services declined mainly due to the weaker-than-anticipated result in renovation business and the maintenance of technical systems as well as the expenses related to the deployment of the new ERP system.



KEY FIGURES

	Q2/17	Q2/16	Change%	1-6/17	1-6/16	Change%	2016
Net sales, EUR million	167.2	166.9	0.2	329.2	327.5	0.5	661.8
Operating profit, EUR million	10.1	14.1	-28.4	15.2	20.9	-27.1	50.5
Operating margin, %	6.0	8.4		4.6	6.4		7.6
Profit before tax, EUR million	9.4	13.9	-32.6	14.6	20.8	-29.8	50.1
Earnings per share, EUR	0.19	0.38	-49.0	0.30	0.52	-42.2	1.13
EVA, EUR million	5.0	9.1	-45.1	5.1	10.9	-53.4	30.7

L&T®

KEY FIGURES

	Q2/17	Q2/16	Change%	1-6/17	1-6/16	Change%	2016
Capital expenditure, EUR million	10.3	10.8	-4.3	20.6	18.7	10.1	41.6
Depreciation, amortisation and impairment, EUR million	9.8	9.5	3.2	19.7	19.4	1.5	38.8
Net cash from operating activities, EUR million				22.3	4.5		76.4
Return on equity (ROE), %				11.0	19.5		20.0
Return on invested capital (ROI), %				10.7	14.2		17.4
Equity ratio, %				43.5	44.1		50.4
Gearing, %				35.6	43.9		17.3
Total number of employees at the end of the period				8,512	8,631		7,931

OPERATING PROFIT

EUR million	Q2/17	Q2/16	Change%	1-6/17	1-6/16	Change%	2016
Environmental Services	7.7	9.2	-16.3	13.7	14.6	-6.7	31.3
Industrial Services	2.6	2.1	19.7	2.4	1.8	29.0	7.8
Facility Services	1.1	3.7	-69,4	0.9	4.9	-82.2	13.5
Renewable Energy Sources	0.2	0.0	831,9	0.5	0.7	-26.0	1.5
L&T Group	10.1	14.1	-28.4	15.2	20.9	-27.1	50.5



FINANCIAL TARGETS

Key figure	Target 2020	Actual Q2/17	Actual Q2/16	Actual 2016
Growth, %	5	0.5	1.9	2.4
Return on investment (ROI), %	20	10.7	14.2	17.4
EBIT, %	9	4.6	6.4	7.6
Gearing, %	0–70	35.6	43.9	17.3



ENVIRONMENTAL SERVICES

- Net sales increased slightly and totalled EUR 130.3 million (EUR 130.0 million).
- Operating profit was EUR 13.7 million (EUR 14.6 million).
 Profitability was declined by the impact of municipalisation on the availability and prices of secondary raw materials and fuel costs being higher than in the previous year. Also an increase in cost provisions related to the closure of landfills had a negative impact on the profitability.



EUR million	Q2/17	Q2/16	Change%	1-6/17	1-6/16	Change%	2016
Net sales	67.4	68.2	-1.2	130.3	130.0	0.2	264.8
Operating profit	7.7	9.2	-16.3	13.7	14.6	-6.7	31.3
Operating margin, %	11.5	13.5		10.5	11.3		11.8

INDUSTRIAL SERVICES

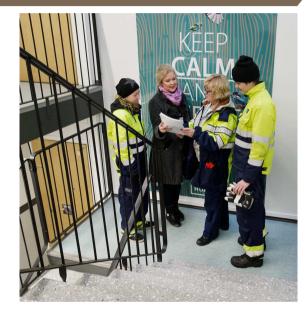
- Net sales grew by 12.7% and amounted to EUR 41.5 million (EUR 36.8 million). Net sales grew across all of the service lines during the first half of the year.
- Operating profit was EUR 2.4 million (EUR 1.8 million).
 Operating profit increased in hazardous waste management and process cleaning.



EUR million	Q2/17	Q2/16	Change%	1-6/17	1-6/16	Change%	2016
Net sales	23.6	20.9	13.2	41.5	36.8	12.7	82.1
Operating profit	2.6	2.1	19.7	2.4	1.8	29.0	7.8
Operating margin, %	10.9	10.3		5.7	5.0		9.5

FACILITY SERVICES

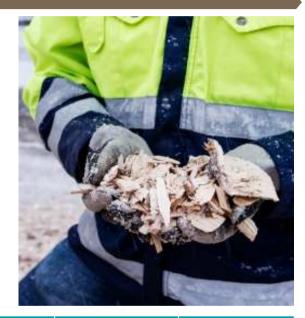
- Net sales increased in the renovation business and the cleaning business. Net sales of the cleaning business and the property maintenance business remained on a par with the comparison period.
- Profitability improved in the cleaning business but declined in the other service lines. In the renovation business, the decline in profitability was due to the weak result in the first quarter and the costs arising from the efficiency improvement measures implemented in the second quarter. Also in the maintenance of technical systems business, the result showed a decline. In the property maintenance business, the weaker profitability was due to the deployment costs of the new ERP system.



EUR million	Q2/17	Q2/16	Change%	1-6/17	1-6/16	Change%	2016
Net sales	71.4	72.8	-1.9	142.9	145.0	-1.5	288.3
Operating profit	1.1	3.7	-69.4	0.9	4.9	-82.2	13.5
Operating margin, %	1.6	5.1		0.6	3.3		4.7

RENEWABLE ENERGY SOURCES

- Net sales of Renewable Energy Sources totalled EUR 19.4 million (EUR 19.8 million).
- Operating profit was EUR 0.5 million (EUR 0.7 million).
- Net sales and operating profit decreased year-on-year due to weaker demand in the first quarter.



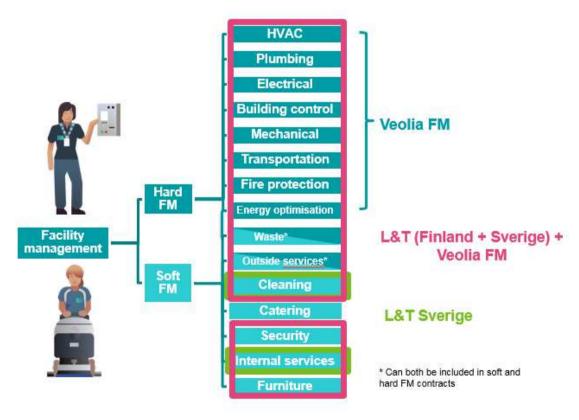
EUR million	Q2/17	Q2/16	Change%	1-6/17	1-6/16	Change%	2016
Net sales	7.3	7.0	3.6	19.4	19.8	-2.1	36.8
Operating profit	0.2	0.0	831.9	0.5	0.7	-26.0	1.5
Operating margin, %	2.9	0.3		2.6	3.4		4.1

ACQUISITION OF VEOLIA FM AB

- L&T has signed an agreement to acquire Veolia's facility management business in Sweden through the acquisition of 100 percent of the shares of Veolia FM AB*
- Veolia FM is one of the leading pure play Hard FM providers in Sweden
 - Net sales in 2016: SEK 952 million (EUR 102 million, 2015: SEK 938 million)
 - Operating profit (EBIT) in 2016: SEK 62 million (EUR 6.6 million, 2015: SEK 68 million)
- Target to complete the acquisition during Q3
- Veolia FM will be reported as a part of the Facility Services segment



L&T OFFERING IN FACILITY SERVICES





RATIONALE FOR THE ACQUISITION OF VEOLIA FM



- Attractive Hard FM services market market is expected to grow 3-4% by 2020
- Sweden is the largest market in the Nordics



- Veolia FM is the only large pure play Hard FM company Veolia FM delivers all Hard FM services with particular expertise in the most technically complex services
- Company has a good reputation on the market and long-standing customer relationships
- Market leader within Hospitals Hospitals are among the most technically complex environments



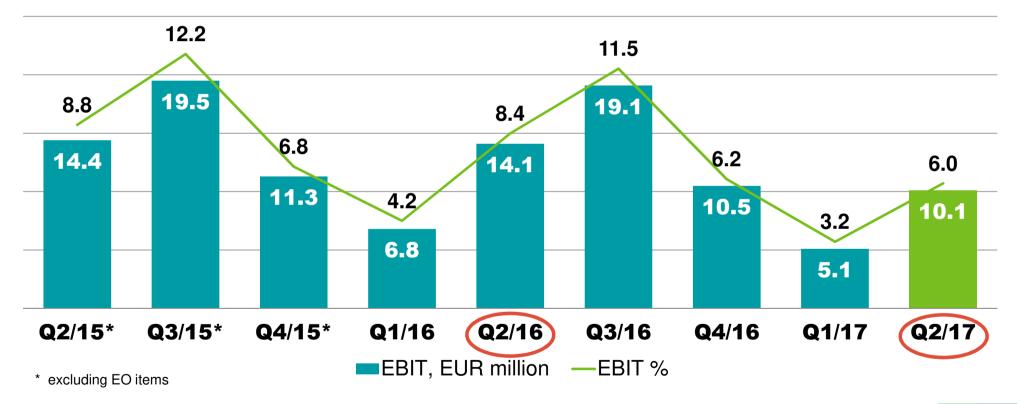
- Profitable and stable business
- Attractive client base with long-term contracts and low churn



- The acquisition enables L&T to establish a significant foothold in Sweden and expand L&T service portfolio within facility services
- In addition, Veolia FM provides L&T with a platform for further growth
- Potential to share know-how and best practices within FM sector back to Finland, especially
 in public and hospital segments, when social and healthcare market is opening (SOTE)



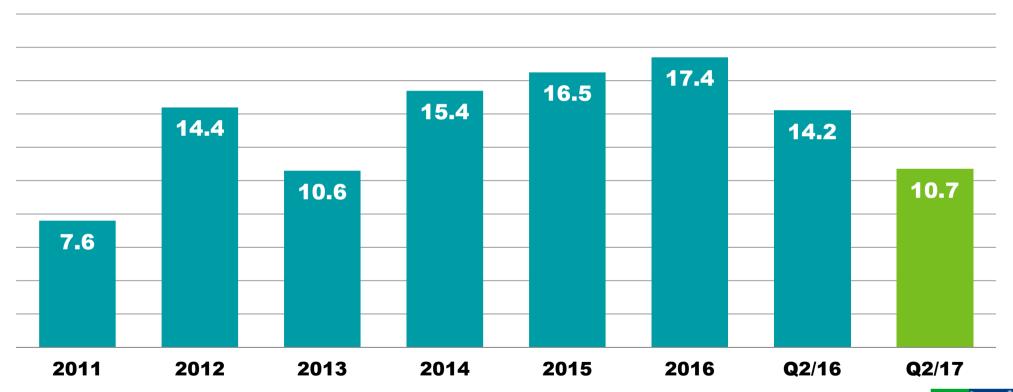
OPERATING PROFIT





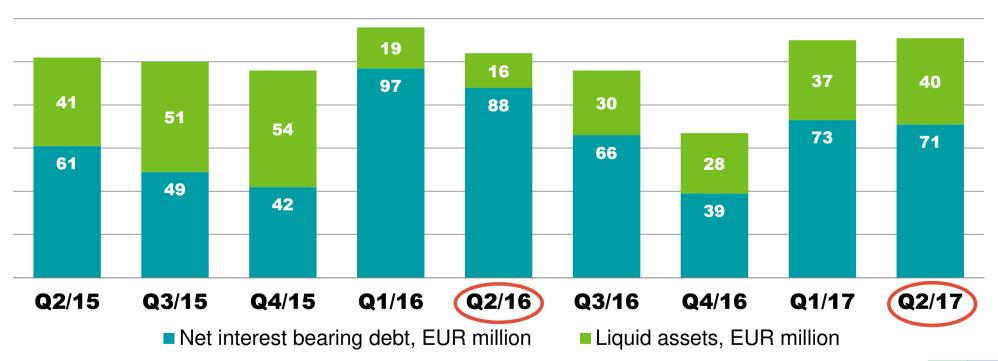
RETURN ON INVESTMENT

STRATEGIC TARGET 20%



L&T

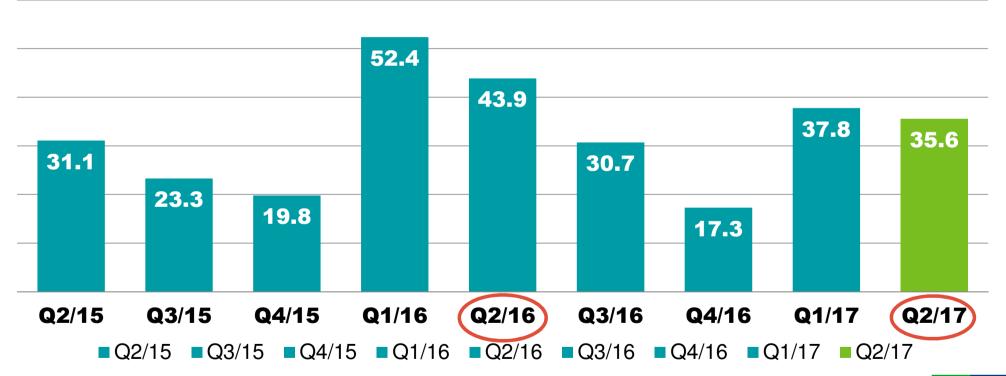
INTEREST BEARING DEBT



17

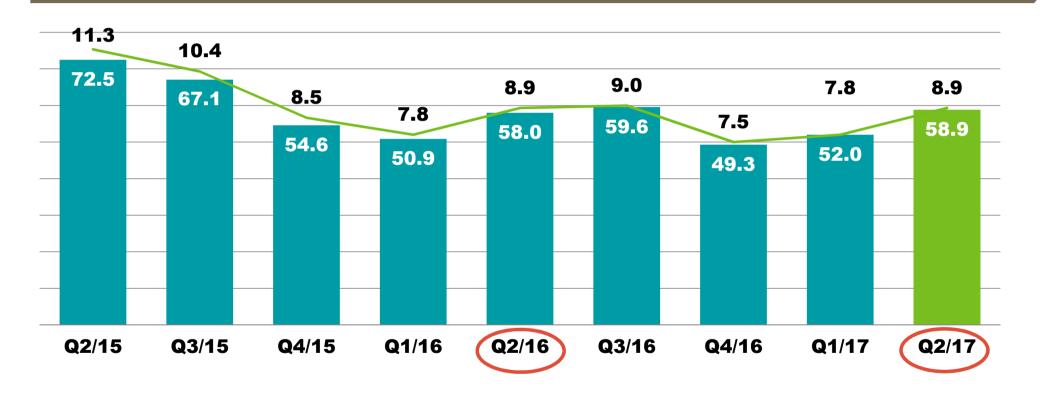
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GEARING STRATEGIC TARGET 0-70%





NET WORKING CAPITAL

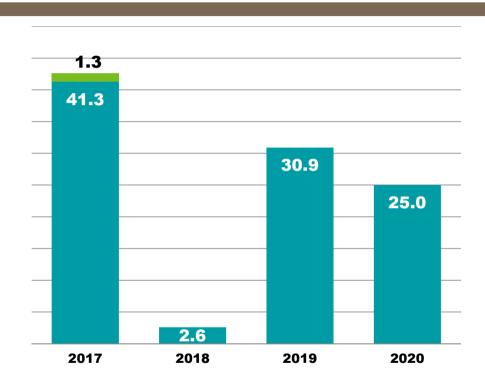


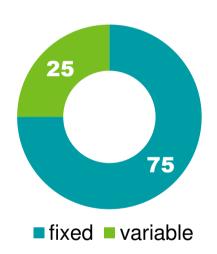


—Net working capital % of net sales



MATURITY STRUCTURE OF LONG-TERM LOANS

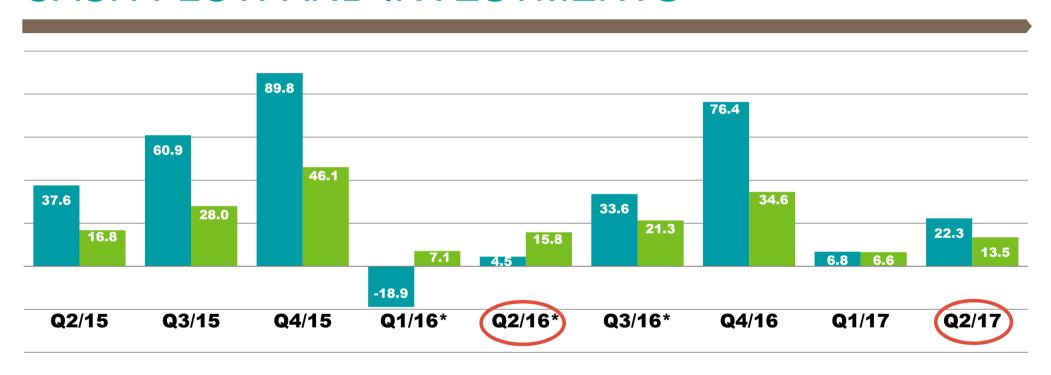




Weighted average of effective interest rate 1.1%



CASH FLOW AND INVESTMENTS



■ Net cash from operating activities, cumulative, EUR million ■ Net cash used in investment activities, cumulative, EUR million



^{*} Includes EUR 52 million in advance payments of employment pension contributions

OUTLOOK FOR THE YEAR 2017

Full-year net sales in 2017 are expected to remain at the 2016 level and operating profit is expected to be below 2016 level.

This estimate was included in the Half-Year Report released on 2 August 2017.

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CONTACT INFORMATION



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L&T IN BRIEF

L&T YEAR 2016

NET SALES BY DIVISION FACILITY SERVICES 43%

Net Sales. M€

Cleaning and support services, property maintenance, maintenance of technical systems and renovation business

ENVIRONMENTAL SERVICES 39%

Waste management, recycling services and environmental management

INDUSTRIAL SERVICES 12%

Process cleaning, environmental construction, sewer maintenance and hazardous waste management

RENEWABLE ENERGY SOURCES 6%

Forest services

WE HAVE ABOUT

50 000

business and public sector customers plus about

170 000 household customers in Finland

We also offer Facility Services in Sweden and Environmental Services in Russia.

of our personnel would recommend L&T as a workplace.



Customer satisfaction improved from the previous year.

WE PAID MORE THAN 140 MILLION **IN TAXES**

or tax-like payments. It is about as much as the Finnish government's soft drink tax return.

2012

33

2016

15

2018

< 10 (target)

WE HAVE HALVED OUR ACCIDENT FREQUENCY IN FINLAND IN 4 YEARS.

RECYCLING RATE



This is significantly higher than the average recycling rate in Finland, which is 41%.

RECOVERY RATE

25

Only 6% of the waste managed by L&T ended up in end treatment.





IN 2016, WE EMPLOYED APPROXIMATELY

PEOPLE IN FINLAND. **SWEDEN AND RUSSIA.**

SICKNESS - RELATED ABSENCE RATE IN FINLAND

A year earlier it was still 5.2.

OUR AVERAGE RETIREMENT **AGE IN FINLAND IS**

YEARS

It is significantly higher than the Finnish average.



OPERATING ENVIRONMENT

L&T'S RELEVANT MARKET OFFERS ROOM FOR GROWTH AND STRENGTHENING OF MARKET POSITION

Market size and development



- The market is large and offers room for growth as the economy stabilises
- The relevant market is growing at a compound annual rate of ~2% during the strategy period
- Focus on strengthening market positions in businesses
- A healthy balance sheet enables investments and business acquisitions



^{*} Based on L&T's estimate and research data on the size of relevant markets in Finland. Outsourcing potential in municipal sector not included.

L&T HAS A STRONG MARKET POSITION RANKING IN THE TOP 3 IN ALL BUSINESSES

Market sizes and L&T's positions

	Relevant market size*	Annual market growth	L&T market position
Environmental Services	1.2 Billion €	1%	1–2
Industrial Services	0.4 Billion €	3%	1–3
Facility Services	3.4 Billion €	2%	2
Renewable Energy Sources	0.5 Billion €	5%	3–4

^{*} Market positions and sizes based on management estimates, with current business portfolio. Outsourcing potential in municipal sector not included.



OPERATING ENVIRONMENT CHANGES AND REQUIRED ACTIONS ARE INCORPORATED INTO THE STRATEGY

Changes in the operating environment

Description

National regulation tightens

Importance of services related to energy efficiency increases

European Union sets long-term targets to create a Circular Economy

Retail and media industries' business models are changing

New building construction decreases and switches to renovation in the short term

Industrial manufacturing is not growing, but outsourcing is increasing

Impact on L&T

Increase in producer responsibility for waste and the ban on the disposal of organic waste in landfills create opportunities in recycling

Demand for energy efficiency services grows, customers' purchasing criteria focus more on optimisation of total property maintenance costs

Conditions to develop new technology and waste management solutions improve

Amount of recyclable fibres diminishes, but e-commerce-related opportunities emerge

In the short term, the amount of construction waste decreases and competition intensifies in renovation

Decreases waste volumes, but brings opportunities in value-added solutions. Outsourcing potential is increasing especially in municipal sector

STRATEGY OVERVIEW

OUR VISION IS TO BE OUR CUSTOMERS' PREFERRED PARTNER

PROFITABLE GROWTH

CUSTOMER BENEFITS

MATERIAL EFFICIENCY



FROM A
CONSUMER
SOCIETY TO A
RECYCLING
SOCIETY

ENERGY EFFICIENCY



COST EFFICIENCY

STRATEGIC EMPHASES

Customer and employee experience | Workforce management | Efficient operating model

Customer orientation

KEY SUCCESS FACTORS

Cost efficiency

Skilled and sufficient personnel

Uniform and safe corporate culture

OUT-SOURCING INCREASES

SIGNIFICANCE OF CORPORATE RESPONSIBILITY IS EMPHASISED

WORLD DIGITALISES

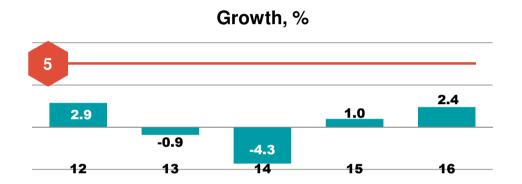
CENTRAL RAW MATERIALS
BECOME MORE EXPENSIVE

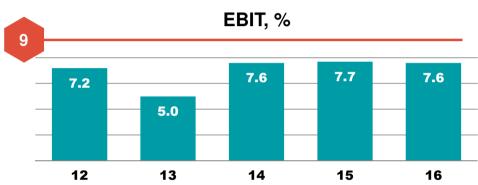
COMPETITIVENESS OF EUROPE AND FINLAND DECREASES CLIMATE GETS WARMER





FINANCIAL TARGETS









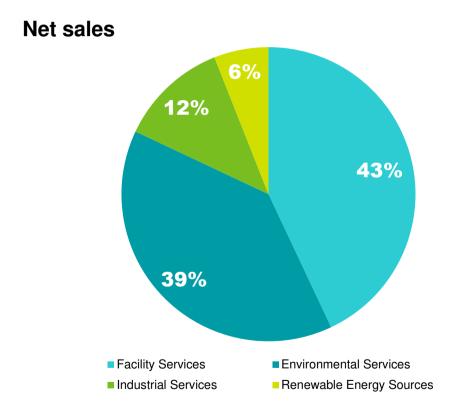
L&T

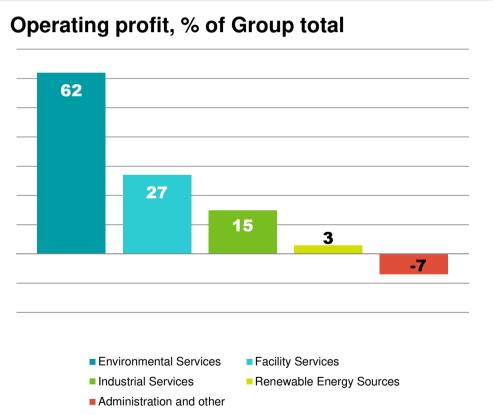
BUSINESS SEGMENTS

NET SALES AND OPERATING PROFIT BY

34

DIVISION 2016





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L&T'S ORGANISATION

President and CEO

	Environmental Services	Industrial Services	Facility Renewable Services Energy
Finance, ICT	Waste	Environmental	Sources Cleaning
HR	management	construction	Facility support
Procurement	Recycling	Process cleaning	services
Development and strategy	Secondary raw materials	Sewer maintenance	Property maintenance
Legal affairs		services	Maintenance of technical systems
Corporate relations, EHQS, Communications		Hazardous waste services	Renovation

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ENVIRONMENTAL SERVICES



SOCIETY & LEGISLATION

- Landfill disposal of organic waste banned as of 2016
- Packaging waste to be covered by producer responsibility
- Waste taxation amended to support recycling



BUSINESS OPERATIONS

Environmental Management



CUSTOMERS

- Companies
- · Producer associations
- Households
- Public sector







Technical collection equipment

Maintenance services

Collection products

Collection and transport services

Treatment of recyclable material and waste

Secondary raw material sales and final treatment of waste

L&T IS THE MARKET LEADER IN THE FINNISH WASTE MANAGEMENT MARKET

Market size and L&T's positions by business lines

Environmental Services
Waste management
Recycling
Subcontracting for municipalities
Environmental products

Relevant market size	Annual market growth	L&T market position
1.2 Billion €	1%	1–2
	~ inflation	1
	> inflation	1–2 depending on material
	~ inflation	1
	~ inflation	1-2 depending on product
37		

37



OPERATING ENVIRONMENT CHANGES AND REQUIRED ACTIONS ARE INCORPORATED INTO THE STRATEGY

Changes in the operating environment

Description

Importance of environmental responsibility increases

European Union sets long-term targets to create a Circular Economy

Retail and media industries' business models are changing and digitalising

New building construction decreases in the short term

Industrial manufacturing is not growing

Impact on L&T

Demand for environmental services grows, purchasing criteria focus more on environmental responsibility

Conditions to develop new technology and waste management solutions improve

Amount of recyclable papers diminishes, but e-commerce creates more packaging waste

In the short term, the amount of construction waste decreases and competition intensifies

Decreases waste volumes, but brings opportunities in value-added solutions



ENVIRONMENTAL SERVICES MAINTAINS HIGH PROFITABILITY AND STRENGTHENS ITS POSITION IN THE ENVIRONMENTAL SERVICES VALUE CHAIN

Main elements of the strategy

We expand our value chain

We grow within our current value chain

We focus on corporate, producer responsibility and household segments

We build competitive advantage by service development and operational efficiency

- We launch Environmental Management professional services
- We invest in the technical waste management equipment business
- We strengthen our position in current and new geographical areas in Finland
- We utilise the business opportunities brought about by stricter legislation
- We increase our market share in the corporate sector by focusing on selected customer segments
- We grow by creating comprehensive solutions for producer responsibility organisations and digital services for household customers
- We actively develop new services
- We develop operating model to improve operational efficiency



INDUSTRIAL SERVICES

Maintenance

• Collection, treatment and final disposal

SEWER MAINTENANCE











HAZARDOUS WASTE SERVICES



Collection and transport services

Treatment Intermediate storage

Final disposal Utilisation



ENVIRONMENTAL CONSTRUCTION

No increase in industrial production

Landfill disposal of organic waste banned

Increased importance of environmental responsibility

L&T HAS A STRONG MARKET POSITION RANKING IN THE TOP 3 IN ALL SERVICE LINES

Market size and L&T's positions by business lines

	market size	Annuai market growth	position
Industrial Services	0.4 Billion €	3%	2
Industrial process cleaning		~ inflation	2
Sewer maintenance services		> inflation	3
Hazardous waste management		< inflation	2
Environmental construction		~ inflation	3



OPERATING ENVIRONMENT CHANGES AND REQUIRED ACTIONS ARE INCORPORATED INTO THE STRATEGY

Changes in the operating environment

Description

Importance of environmental responsibility increases

European Union sets long-term targets to create a Circular Economy

Businesses linked to landfilling are changing

Industrial manufacturing is not growing

Impact on L&T

Demand for environmental services grows, customers' purchasing criteria focus more on environmental responsibility

Conditions to develop new technology and waste management solutions improve

Ban on the landfill disposal of organic waste creates opportunities in recycling. As incineration increases, the need for ash processing and recycling solutions increase as well

Industrial companies seek cost efficiency by support service outsourcing, which creates opportunities for Industrial services



INDUSTRIAL SERVICES FOCUSES ON OPERATIONAL EFFICIENCY AND STRENGTHENING ITS MARKET POSITION

Main elements of the strategy

Effective and centralised operating model

Effective sales and account management

Deep integration to selected accounts

Growth in industrial customer segment

Capacity utilisation

Effective and centralised operating model, including nation-wide resource planning and management supported by ICT solutions

Active and well planned sales efforts and account management combined with segment-oriented responsibilities and growth plans

Deep integration into selected clients' processes and operating models with a customer-oriented development view

Industrial customer segment growth in both current and new key accounts by expanding the range of services provided and securing new clients with customer segment specific planning

Profitability improvement by more efficient capacity utilisation and systematic growth also in small / middle-sized clients by utilising possibilities provided by existing resources



FACILITY SERVICES

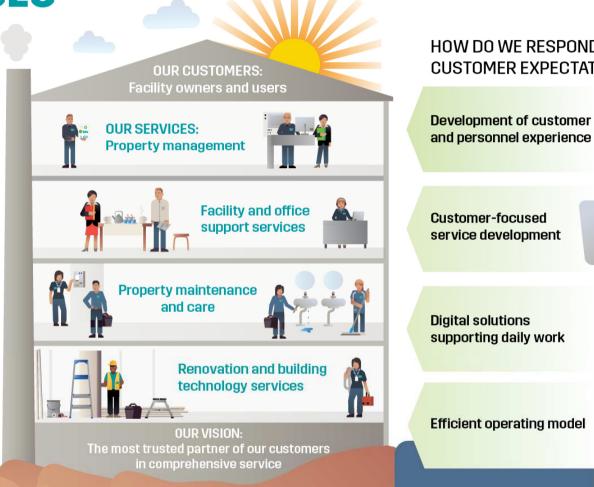
CUSTOMER **EXPECTATIONS**

Accuracy of conditions

Total cost management

Transparency and responsibility

Active development of customer processes



HOW DO WE RESPOND TO **CUSTOMER EXPECTATIONS?**



WE HAVE A STRONG MARKET POSITION RANKING IN THE TOP 2 IN MOST BUSINESSES

Market size and L&T's positions by business lines

Fooility	Relevant market size	Annual market growth	L&T market position
Facility Services	3.4 Billion €	2%	2
Cleaning services		< inflation	2
Property maintenance		~ inflation	1
Renovation services		~ inflation	2
Maintenance of technical systems	45	> inflation	4 1 & T



FACILITY SERVICES FOCUSES ON OPERATIONAL EFFICIENCY AND SEEKS PROFITABLE GROWTH IN SELECTED BUSINESSES

Main elements of the strategy

We improve our competitive advantage by developing our operating model

We grow business with our current customers through service development

We invest in growth in the maintenance of technical systems

We expand to professional services in the value chain

- We invest heavily in the development of our operating model
- We harmonise processes and develop workforce management to improve operational efficiency
- We productise current services to improve operational efficiency and create added value with service packages
- We reduce customer relationship terminations through better customer relationship management
- We strengthen our service offering in our current operating locations
- We acquire special expertise through targeted business acquisitions, but do not pursue extensive acquisitions in the short term
- We productise current expert know-how into professional services.
- We utilise professional services also as a sales channel for other Facility Services.



OPERATING ENVIRONMENT CHANGES AND REQUIRED ACTIONS ARE INCORPORATED INTO THE STRATEGY

Changes in the operating environment

Description

Industrial manufacturing in Finland is not growing

Demand for office modifications increases

Repair construction volume is growing while new construction remains at low level

E-commerce changes requirements for retail property

Availability of skilled workforce is a challenge

Impact on L&T

Overall industrial manufacturing volume decreases, but outsourcing of non-core functions opens up new opportunities for Facility Services

Remote work becomes more commonplace, which creates opportunities in providing modern office solutions

Competition in repair construction intensifies as construction companies seek growth outside their traditional domain

Amount of retail property decreases and competition intensifies

Workforce management, employer image and efficient recruitment continue to grow in importance

CHANGES IN CUSTOMER BEHAVIOUR OPENS UP OPPORTUNITIES FOR FACILITY SERVICES

Changes in customer behaviour

Description

Centralisation and professionalisation of service sourcing

Increased outsourcing of non-core activities in public sector

Growing role of technology in Facility Management

Need for transparency and reporting

Impact on L&T

Growing requirement for sales competencies and efficiency of operations, also opportunities in providing integrated services

Business development possibilities in Facility Management and services to the public sector, with growing importance of operational efficiency to cope with price competition

Need to grow offering in technological systems maintenance

Opportunities for professional services to support our clients

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RENEWABLE ENERGY SOURCES

VISION

We will become the most competent and efficient operator in the field and double our net sales by 2020



- · Private forest owners
- · Small forest service and harvesting companies
- · Municipalities, parishes and forest co-owners

- · Power plants
- Forest industry
- · Farms, landscapers, municipalities and businesses



WE HAVE A STRONG MARKET POSITION IN RENEWABLE ENERGY SOURCES

Market size and L&T's position

Relevant market size*

Annual market growth

L&T market position

Renewable Energy Sources 0.5 Billion €

5%

3-4



^{*} Market positions and sizes based on management estimates, with current business portfolio.

OPERATING ENVIRONMENT CHANGES SUPPORT THE BUSINESS

Changes in the operating environment

Description

New investments in wood processing industry and the use of wood biomass in other industrial sectors

The goal of carbon-free, clean and renewable energy recorded in the current Government Programme

Climate goals become tighter

Impact on L&T

Demand for wood biomass will increase. Using only 80% of the sustainable felling potential will secure sufficient raw materials.

The conditions for developing bioenergy business will improve.

Climate goals will have a positive effect on our business, because it helps to cut down the use of fossil fuels and reduce carbon dioxide emissions.



THE FOCUS OF THE CURRENT STRATEGY ON COST EFFICIENCY AND PROFITABILITY HAS YIELDED RESULTS

Main elements of the strategy

Clarifying the customer and product portfolio and improving the efficiency of procurement

Making the production chain more efficient

Reducing tied up capital

Procurement will be geographically centralised and the product portfolio updated on the basis of demand. The focus will be on improving profitability.

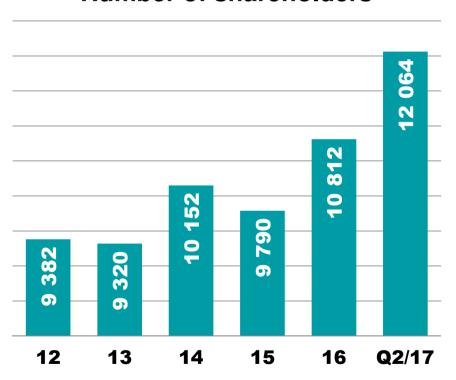
Improved production management will make production more cost-efficient and increase energy content. Production chains of forest energy will be optimised for each major client.

We will enhance our stock management with updated procurement methods and, for example, by planning our stock locations so that they are near the customer.

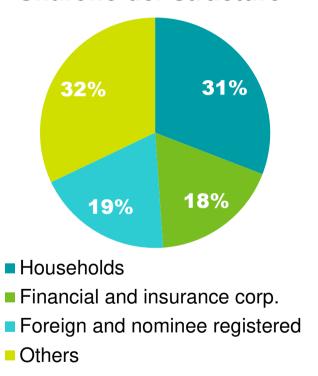
SHAREHOLDERS

SHAREHOLDER STRUCTURE

Number of shareholders



Shareholder structure





MAJOR SHAREHOLDERS AT 30 JUNE 2017

Shareholder	Shares	%
Evald and Hilda Nissi Foundation	2,413,584	6.22
Mandatum Life Insurance Company Limited	2,311,238	5.96
Nordea Investment Funds	2,218,057	5.72
Maijala Juhani	1,529,994	3.94
Elo Mutual Pension Insurance Company	1,229,073	3.17
Ilmarinen Mutual Pension Insurance Company	934,836	2.41
Evli Investment Funds	834,757	2.15
Bergholm Heikki	828,053	2.13
Maijala Mikko	720,000	1.86
Stiftelsen för Åbo Akademi	663,100	1.71
Nominee-registered shares	7,200,700	18.56
Number of shares	38,798,874	100.00
Number of shareholders	12,064	

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SMARTER, MORE EFFICIENT AND SAFER. PURSUING

PROFITABLE GROWTH.

