

Infra shaping tomorrow's world

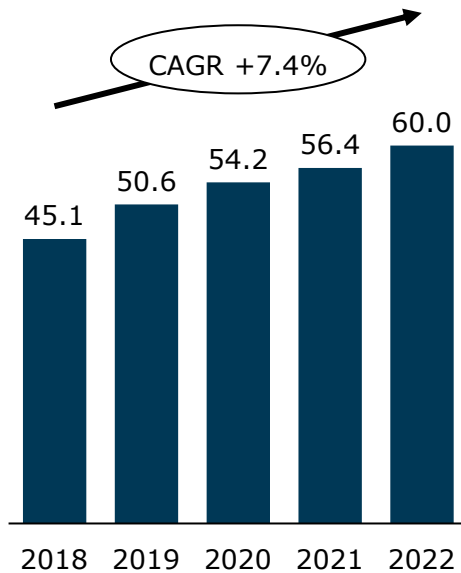
JANNIS MIKKOLA
EVP, Infra Solutions



A leading player in Finland with steady growth and stable cashflows

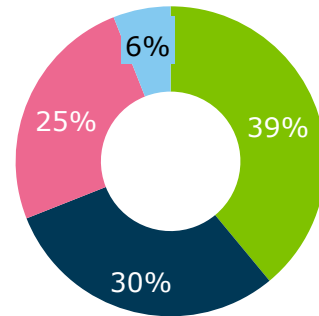
Net sales growth outperforming the market

M€



The widest service offering in the industry

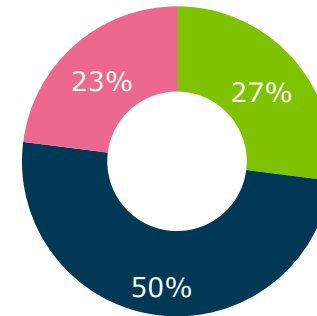
Net sales split (2022 PF)



- Municipalities and traffic
- Environment and urban development
- Geotechnics, tunnels and structures
- Project management

Loyal client base

Net sales split (2022 PF)



- Government
- Municipalities
- Private sector

Key success factors

- A well-known player with more than 600 infra experts
- The market's widest selection of infrastructure planning and expert services
- Sustainability integrated in all operations
- High eNPS and NPS
- Industry leading financial performance

Our success is based on wide expertise and ability to respond to client needs

Current projects are increasingly complex and require extensive expertise

- 80% of our projects require more than one expertise

Over 50% of revenue from framework agreements

- Long-standing client relationships

Ability to respond to infra growth drivers:

- Urbanization
- Mobility needs and changes
- Climate awareness
- Security

Sustainability in our DNA

KRUUNUSILLAT

Client		Helsinki City
Place		Helsinki, Finland
Project value		400 M€ project
Business Areas		Infra and Digi

We aim to grow ahead of the market by focusing on high growth segments

WHY WE WILL BE SUCCESSFUL IN FUTURE?

The market is still growing

The share of consultancy companies of the market is getting bigger

- Client organisations are getting thinner
- The complexity of projects is increasing
- The need for interaction is growing

We continue to provide best value to our clients

We are solving many very topical issues, such as

- adapting to climate change
- building the infrastructure for renewable energy

We continue to have the best people with us

Our experts enjoy working with us

- we know how to offer them interesting projects and development opportunities

We continue to focus on profitable growth and market leading NPS and eNPS



The most innovative

- **Continued profitable growth** in existing business
- **New Smart Infra initiatives** will be built on this foundation



The most sustainable

- **Expanding operations more broadly to the entire life cycle**
- **Continued investments in sustainable development** to maintain our forefront position. Our priorities are:
 - Climate change mitigation and adaptation
 - Biodiversity
 - Circular economy
 - Renewable energy



The most efficient

- Implementation of **the smartest ways to work** and **adaptation of latest tools** for the benefit of our clients



**INFRA CASES:
Tapiola, Ring road 1, Otaniemi,
Keilaniemi**