



Lean Construction Congress

JUNE 3–5 2019, HELSINKI, FINLAND

www.lci19.org



LEAN CONSTRUCTION
INSTITUTE - FI



Lean YIT:n strategiassa

Juhani Nummi

YIT Strategy 2019-2021 - Performance through cycles

Profitable and financially stable YIT

STRATEGIC PRIORITIES

URBAN DEVELOPMENT

Focus in self-developed, longer value chain and negotiation based projects

NON-CYCLICAL BUSINESSES

Annual EBIT EUR >100 million from non-cyclical businesses from 2019 on



CORNERSTONES OF SUCCESS

TOP PERFORMANCE

- Synergies EUR 40-50 million
- Focus on productivity improvement

CAPITAL EFFICIENCY

- Leaner operating model in Russia
- Annual free cashflow EUR +150 million

SUCCESS WITH CUSTOMERS AND PARTNERS

- Improving customer experience and NPS
- Deeper partnerships, higher value, more speed

HAPPY PEOPLE

- Common culture, open and involving way to lead
- Most preferred employer in the field

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CORNERSTONES OF SUCCESS

URBAN DEVELOPMENT

Focus in self-developed value chain and non-cyclical projects

NON-CYCLICAL BUSINESS

Annual EBIT EUR +150 million
non-cyclical business



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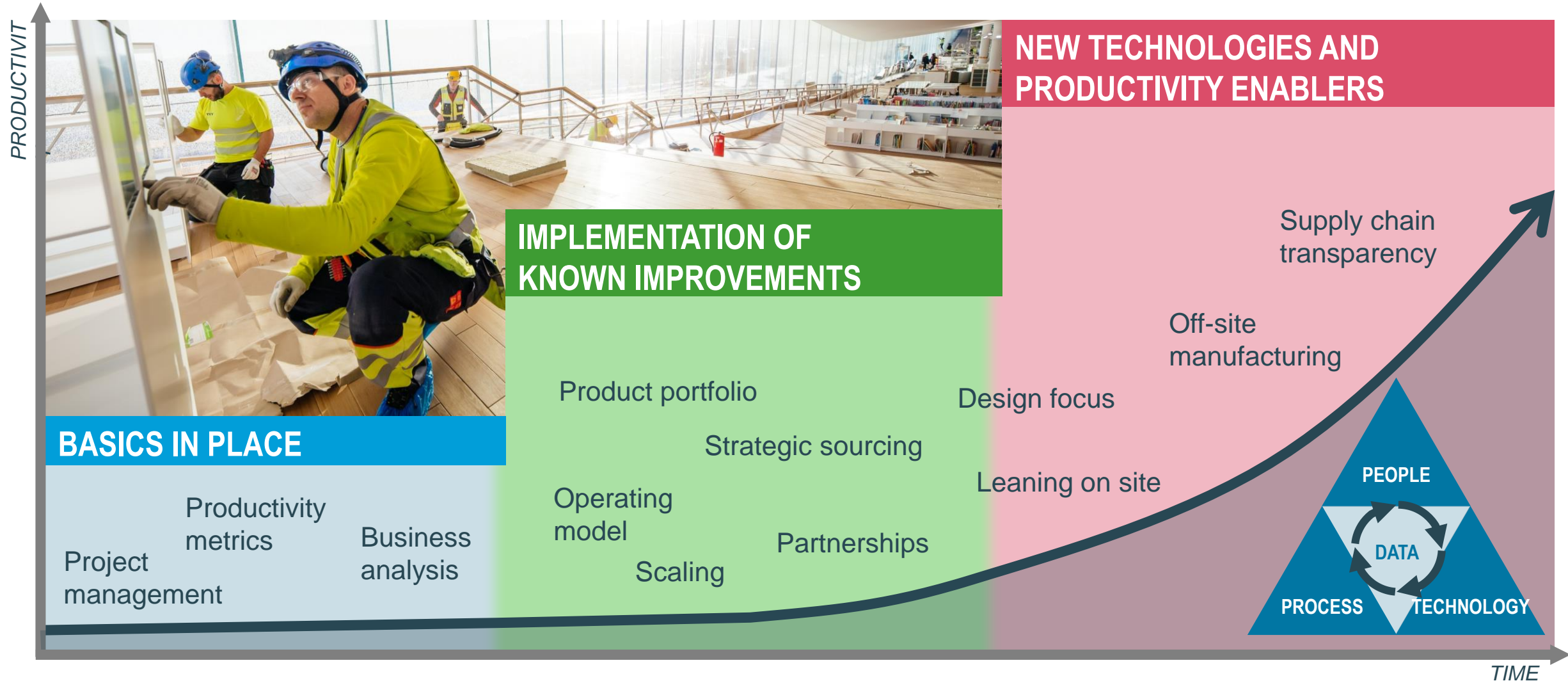
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Performance Industrialised Construction path



Group Level Performance KPIs

METRICS

1 LEAD-TIME

1A Cash Conversion Cycle

1B Segment Lead-Time Reduction

2 PROFITABILITY

2A Projects Below Gross Margin Limit

2B Project Margin Deviations

2C ROCE

3 QUALITY

3A Q-Factor

3B Partner NPS

4 PROGRAM PROGRESS

4A GRIP Deployment and value

4B Program Deliverables

5 SYNERGIES

5A Synergies Established

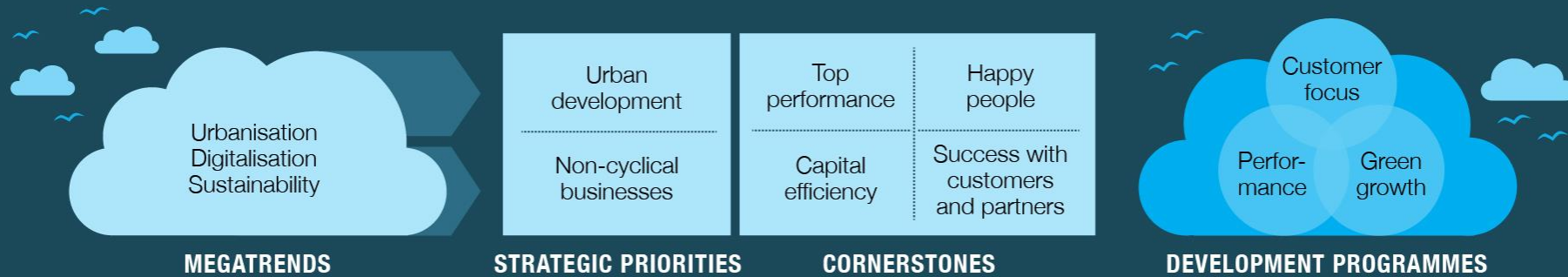


More life in sustainable cities

STRATEGY 2019–2021:

PERFORMANCE THROUGH CYCLES

– Profitable and financially stable YIT –



We create better living environments

FUNDAMENTS

SAFETY FIRST
QUALITY ALWAYS



OUR VALUES

RESPECT
COOPERATION
CREATIVITY
PASSION