

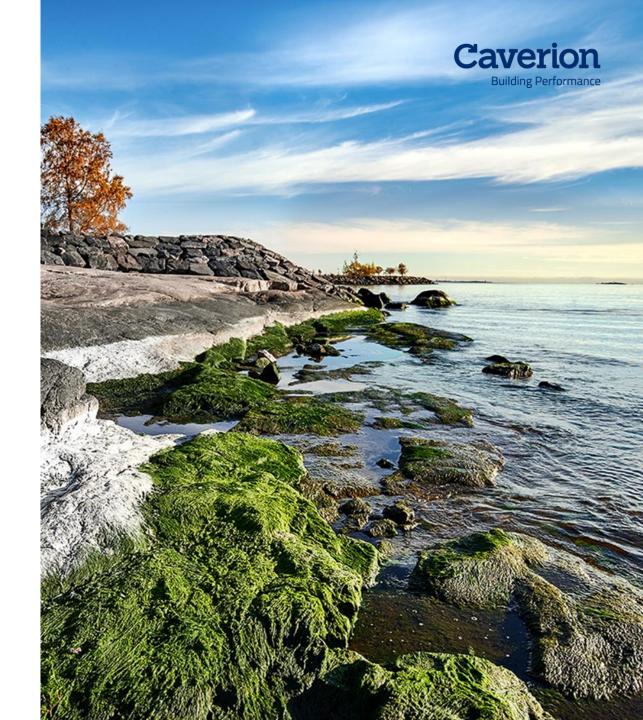


## **Investor Presentation**

August 2022

## Agenda

- 1. Business and strategy overview
- 2. Sustainability targets and offering
- 3. Reaching financial targets through strategy execution
- 4. Group development
- 5. Guidance and dividend policy





1. Business and strategy overview

### Caverion at a glance

We enable performance and people's wellbeing in smart and sustainable built environments



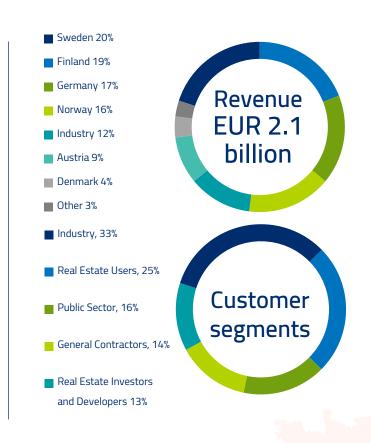
>30,000 properties under our service



>10,000 properties digitally monitored



>14,000 employees



Listed on Nasdaq Helsinki Head office in Finland

MSCI ESG Rating: A 66% share of service sales





## The wide scope of our business differentiates us

Solutions

**Efficiency** 



**Buildings** & Infrastructure



Advisory, Engineering & **Digital** 





**Managed Services** 





**Smart disciplines** 





**Base disciplines** 

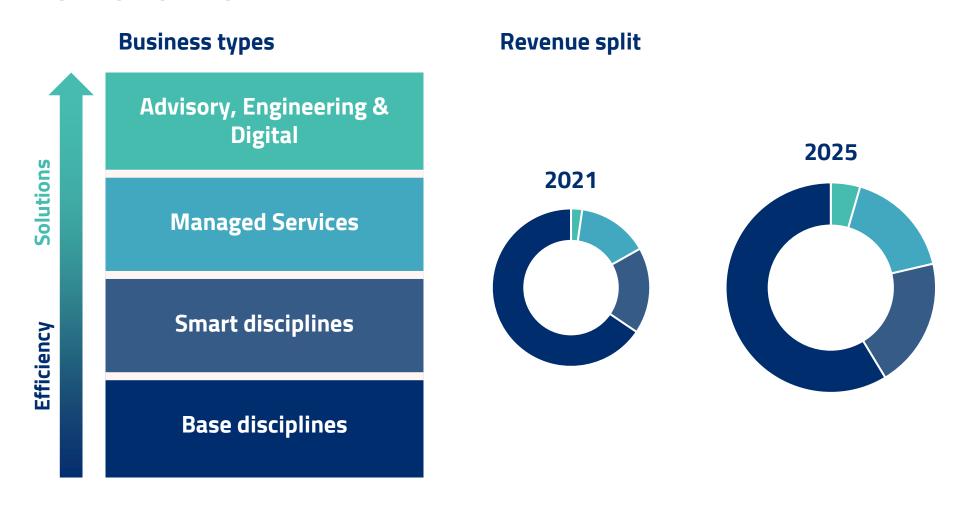






# Growth in all businesses and divisions, with focus on the higher end of the value chain

Targeting organic growth fuelled by disciplined M&A



Solutions
business
portion growing

Services >2/3 of revenue

## Our strategy for sustainable growth in 2022-2025

#### **OUR DIFFERENTATION**

We create sustainable impact for every customer with the solutions we design and deliver, reliably and transparently every time.

#### **OUR BUSINESS FOCUS**

Adding value through Advisory, Engineering and Digital

Services along the lifecycle

Outstanding installation and maintenance throughout our regions and disciplines

#### **OUR WINNING CAPABILITIES**

Customer-centric solutions

Segment expertise and commercial excellence

Operational excellence in the field

The best experts in the right places

#### **OUR STRATEGIC THEMES**

People

Digitalisation

Sustainability

Customer experience





#### People

## The most attractive employer

- Focusing on attracting and growing the right people
- Empowering Building Performance culture
- Leading people and performance with passion and care

#### **Digitalisation**

## More valuable solutions to our customers

- We have own digital products and capabilities core to delivery or giving us a competitive edge
- We digitalise our processes to empower people to serve customers reliably and transparently

## Sustainable value for our stakeholders

**Sustainability** 

- We maximise our positive handprint by advising our customers
- > We comply with requirements supported by meaningful reporting and supplier collaboration

#### **Customer experience**

## The best customer experience

- We stay true to our purpose and our promise of Building Performance in every interaction
- Customer experience is a priority in every business decision

## Actions driving our sustainable growth





## We have a diversified customer base with a high retention rate

Constant progress in customer satisfaction in recent years

Loyalty
93%

customers are willing to work with Caverion also in the future



#### Satisfaction

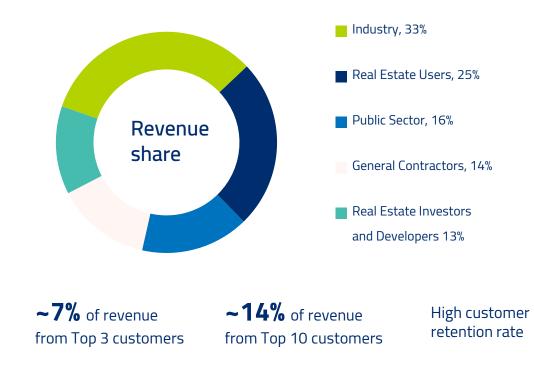
91%

customers are satisfied with Caverion (CSAT)

#### Top 5 Performance areas

- 1. Service attitude & respectfulness
- 2. Competence
- 3. Easy to get in touch with
- 4. Work safety
- 5. Listening to customer needs

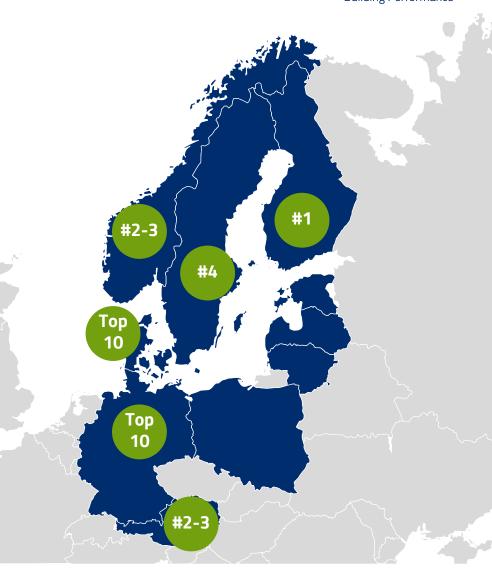
## Less dependency on economic cycles through various customer groups in private and public sectors



## Leading positions in key markets

#### Strong competence in all business areas

- Caverion has a strong market position and is ranked among the top-5 players in the building solutions market in most of its operating countries measured by revenue.
- The market is overall still very fragmented in countries where Caverion operates.
  - Caverion is the largest company in its market in Finland and among the two or three largest companies in Austria and Norway and the fourth largest company in Sweden in its market.
  - In Germany and Denmark, Caverion is among the top-10 players in the market.
- Additionally, the Company is one of the leading industrial solutions companies in Finland.
  - The largest industrial client segments are the forest and bioproducts industry and the energy sector.
- Exit from Russian market at the end of 2021



<sup>\*</sup> Source of market sizes: the company's estimate based on public information from third parties and management calculation)

## We have a strong position in a fragmented market

Caverion has a strong competence in all these businesses



Caverion **Building Performance** 

Caverion estimate of overall market growth

3% p.a.

+ many local players and potential new entrants (construction, soft FM and Design & Engineering companies)





# 2. Sustainability targets and offering

## Building sustainable performance towards a carbon-positive future

We have a strong position in environment and climate protection



### **Environment**

Towards a carbon-positive future

### **Social**

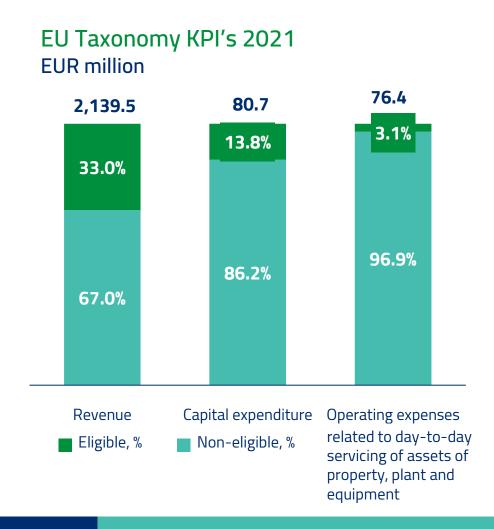
Our people are key to our success





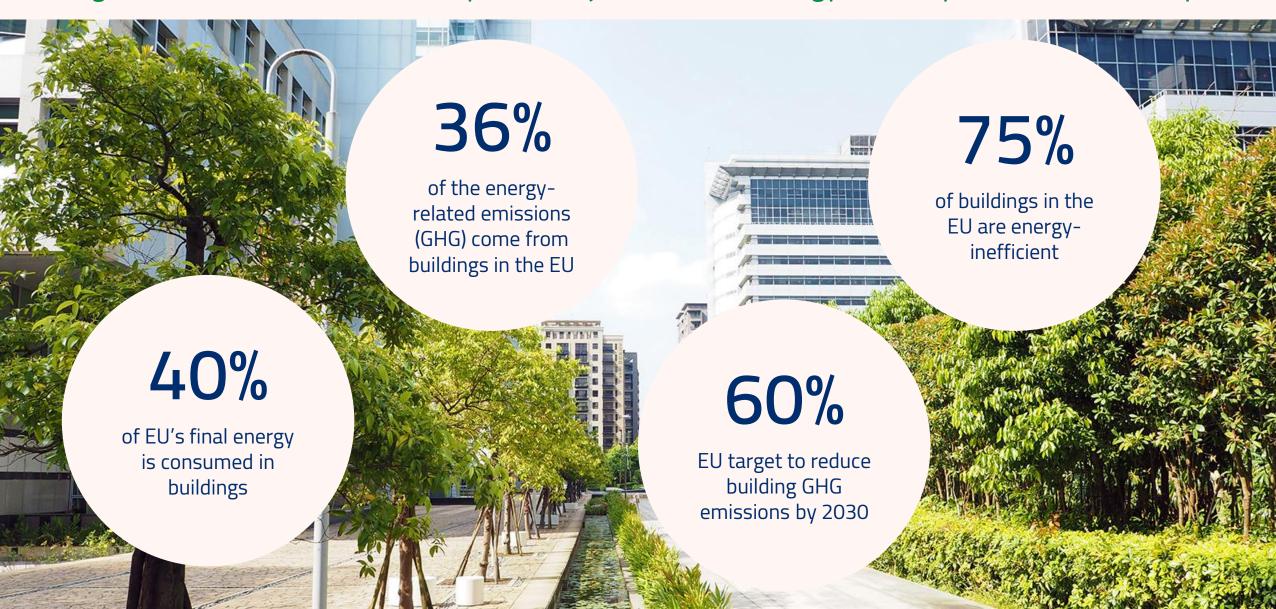
### **Governance**

**Ethical operating culture** 



## Major need for building renovation in Europe - Major opportunity for Caverion

EU target net 55% emission reduction by 2030, major renovation/energy efficiency investment wave expected





By 2030...

**Our positive GHG handprint is** 

1 0 x greater than our own GHG <u>footprint\*</u>



















Caverion sustainability strategy focus areas

& targets by 2025

#### Caring for our people

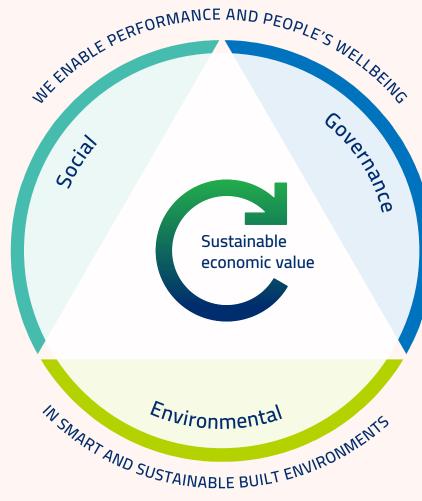
We provide our people a safe and sustainable environment with diversity, equity and inclusion, backed up by training and processes.

- > Lost Time Injury Frequency Rate (LTIFR) <2
- > Our employees trained in sustainability
- > Share of female employees 15%

#### Increasing our handprint

We maximize our positive **handprint** with a directed effort on identifying and developing smart sustainable offerings, designs and solutions to **advise** our customers.

- > 5 times carbon handprint over footprint (Scope 1-2)
- > Our offering has a defined carbon handprint



## Ensuring sustainable value chain operations

We comply with legal requirements and Caverion policies supported by meaningful reporting and supplier engagement.

- > Supplier Code of Conduct sign-off rate >90%
- Our tender requests include sustainability criteria

#### **Decreasing our footprint**

We develop detailed targets and **emission reduction plans** for our footprint while engaging our suppliers and customers to reduce the emissions throughout our value chain.

> Total carbon footprint defined and measured

# Clear progress in sustainability target achievement

Sustainability targets

2019 2021 2025 Baseline Actual Target

Our business makes sustainable impact				
Total carbon footprint defined and measured, %	66%	80%	100%	
Share of offerings with a defined carbon handprint, %	-	20%	100%	
Carbon handprint over footprint (Scope 1-2)	>1x	>2x	5x	
We care for our employees				
Lost Time Injury Frequency Rate (LTIFR) <2	5.3	4.0	<2	
Employees trained in sustainability, %	50%	89%	100%	
Share of female employees, %	11%	11%	15%	
We ensure efficient and high-quality implementation of sustainability				
Supplier Code of Conduct sign-off rate, %	55%	66%	>90%	
Share of tender requests including sustainability criteria, %	-	-	100%	



## Caverion's solutions along the lifecycle create clear sustainable impact

EU's and national stimulus packages expected to be directed to green growth and digitalisation

#### Direct sustainability impact through:

- Lifecycle engagement via outcome-based contracts, EPC etc
- > **Solution projects with smart tech**, e.g. refrigeration, security, automation; upgrades and modernisations
- > **Advisory services**, e.g. Smart readiness indicator, energy advice, sourcing of subsidies
- > Digital services, e.g. remote center, analytics (SmartView)
- Financing solutions, e.g. PPP, XaaS and leasing solutions

# Digital, data-driven, analytics focused integrated solutions



Traditional project & service business and technical discipline expertise

#### Stimulus packages and legislation

are in all our countries supporting sustainable investments. Caverion expects stimulus packages to increase demand also in Caverion's areas of operation in 2022.

#### **Examples:**

- > EU EUR 800bn recovery fund stimulus package
- > EPBD directive
- > EU F-gas regulation
- > EU taxonomy

# Sustainability trend is growing stronger – Caverion expects stimulus packages to increase demand in 2022

## EU's "Fit for 55" climate package

A set of proposals to make EU's climate, energy, transport and taxation policies fit for <u>reducing net greenhouse gas</u> <u>emissions by at least 55% by 2030</u>,

## EU's "Renovation Wave" strategy

- Objective to at least double the annual energy renovation rate of residential and non-residential buildings by 2030
  - -> expected to result in 35 million building units renovated

## EU's "Energy Performance of Buildings Directive" (EPBD)

Requires <u>all new buildings from</u>
 2021 to be nearly zero-energy
 buildings (NZEB) in the EU

#### **Major opportunities for Caverion:**

compared to 1990 levels

- > Increasing energy efficiency of buildings
- > Electrification of transport infrastructure
- > Use of renewable energy technologies
- > Green industrial transition towards clean technologies

## We are committing to science based environmental targets and other initiatives



#### **Current development**

Committing to science based environmental targets



Aligning with EU taxonomy and considering TCFD recommendations



Considering KPI's with SASB recommendations for our sector



In 2021, Caverion joined UN Global Compact



#### **Annual reporting**

Complied in the sustainability report



EU nonfinancial reporting



Signatory of the UN Global Compact and UN SDG's in 2020

Nasdaq ESG



### Latest ratings (score)

ESG Risk rating: Low risk (7/2021)



A (12/2021)



> C (NP)



> C (2021)







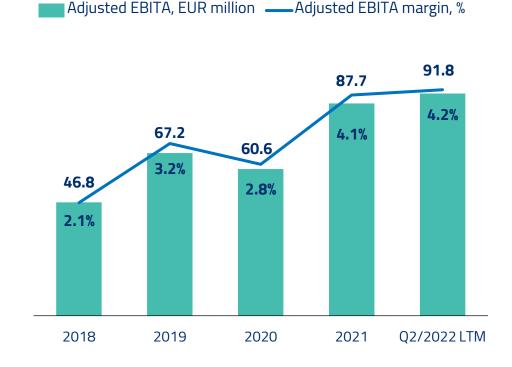
3. Reaching financial targets through strategy execution



# Our shift in business mix and turnaround in profitability is progressing well



<sup>\*</sup> Change in reporting of business unit revenue in 2018

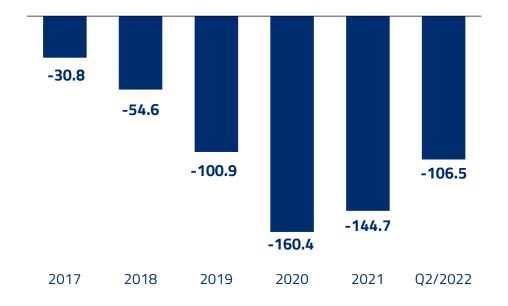


The same figures have been used for the presentation of the respective margins. Comparative figures for 2018 have not been restated according to IFRS 16. Adjusted EBITA = EBITA before items affecting comparability (IAC)

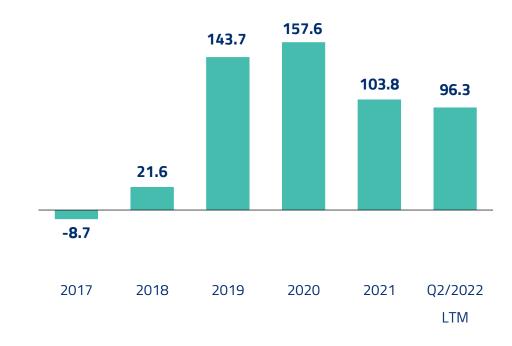


## Our performance management mindset with focus on cash flow generation and working capital management are bearing fruit

#### Working capital **EUR** million



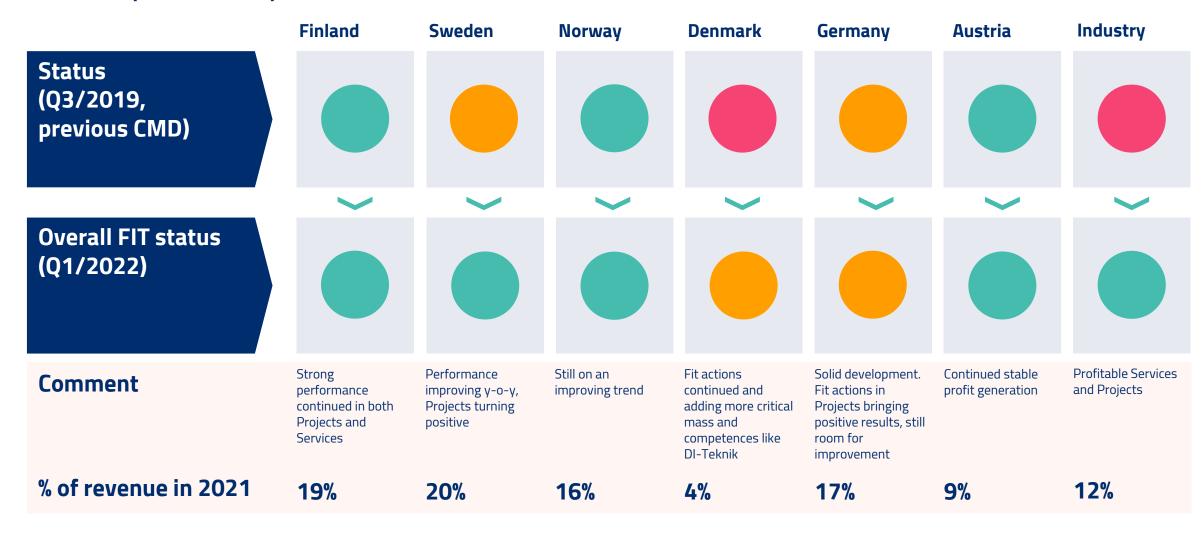
#### Operating cash flow before financial and tax items **EUR** million



## Tangible progress in each division

Services improving across our portfolio, Projects developing in right direction

#### Illustrative performance by division





## Personnel expenses, materials and supplies, external services and other costs have all been cut to improve performance





## Caverion

## The turnaround of our Projects business has been successful, with strong focus on selectivity, governance and performance management

#### Our turnaround actions, started in 2017

Select projects based on profitability, cash flow and ability to support growth in services

Implement Projects Performance Management

Improve project management competences and develop resource planning

Manage project portfolio and business mix, climb up in the value chain

Project business now on a healthy base



#### Roles & organisation

Key project roles and responsibilities with competent people in key delivery roles



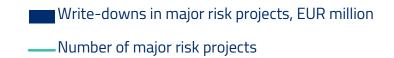
#### Processes, governance & performance management

Common process and governance of end-to-end project process compliance, including early warning indicators. Project follow-up steering and monthly reporting consistently with common KPI's

## **Building Performance**

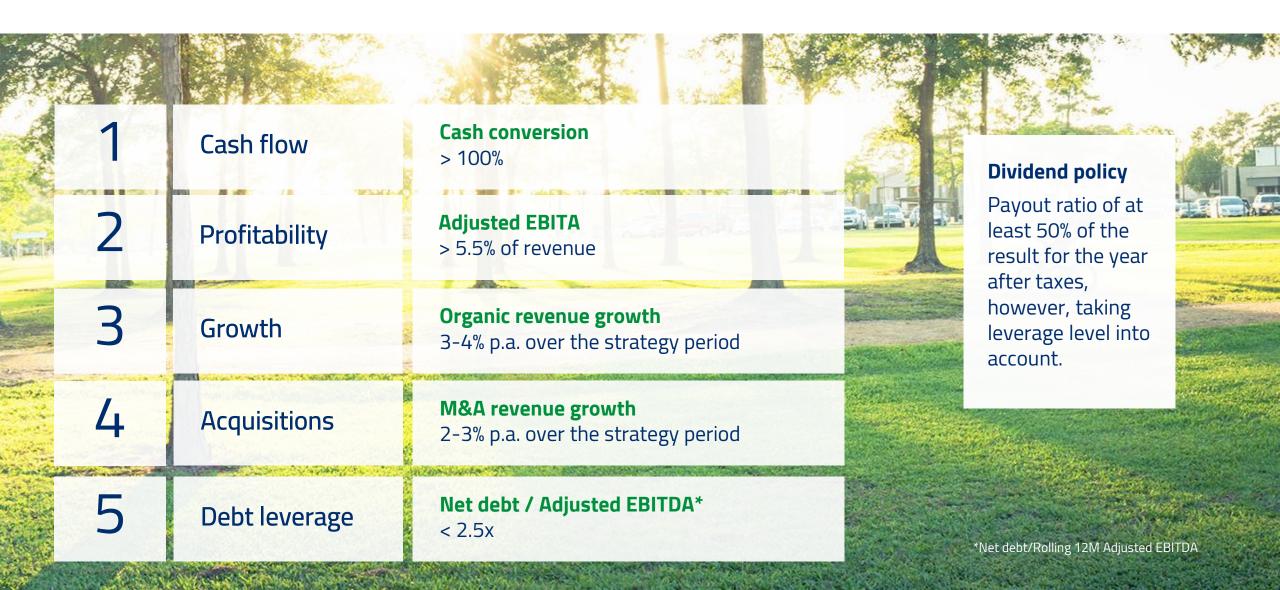
### Project write-downs in major risk projects under control

- > In 2021, Caverion critically assessed its final remaining major risk project at the end of the year
- The write-downs from this major risk project amounted to FUR 4.0 million in 2021
- The project is now handed over to the customer, however final discussions between the parties are still ongoing



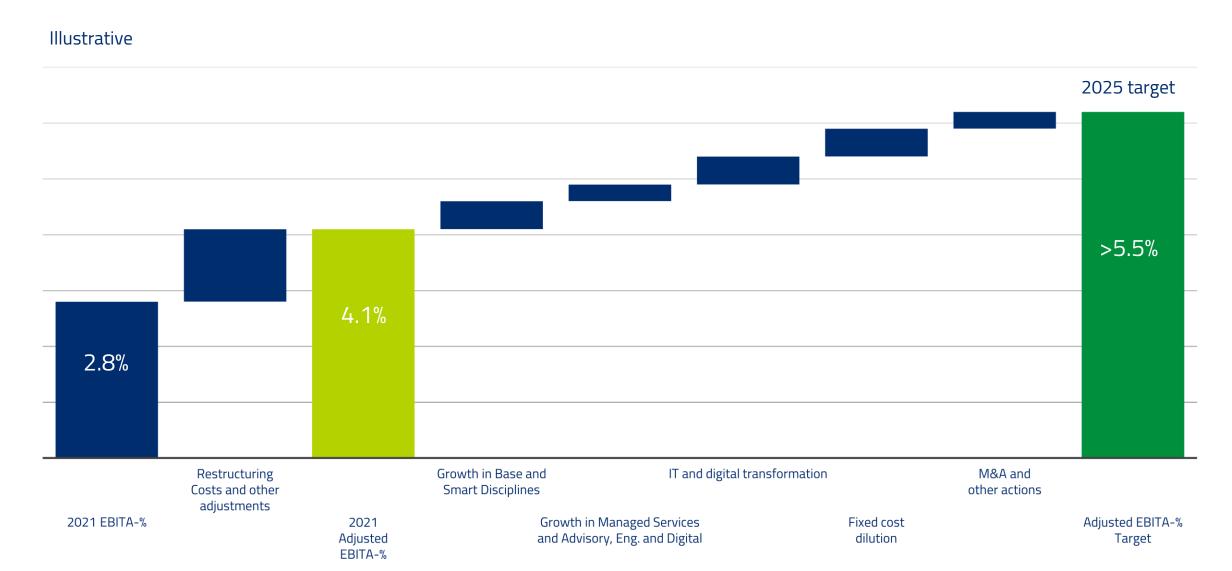


## Our updated financial targets until the end of 2025



## Targeting sustainable profitable growth

Sustainable growth actions projected to take us to the next level of profitability





### There are major opportunities in all of our main markets

#### The fragmented competition landscape gives us freedom to operate

- Even with our strong market position, there is considerable room to grow our market size
- Despite consolidation over recent years, there are still multiple big and small players present in all our markets

#### The combination of our presence in Nordics and in Central Europe gives us a competitive edge

- We are uniquely positioned to serve our customers with a combined Nordic/Central European scope
- German market size is almost double that of our other operating countries combined

#### 2021 Market size in services and projects, € bn

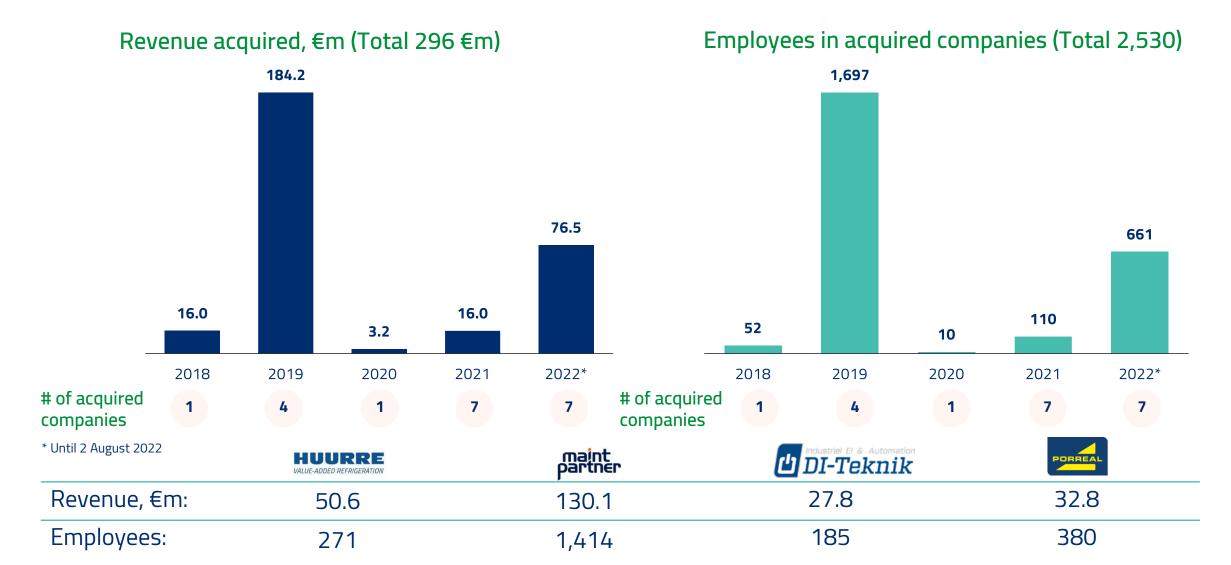


#### Caverion market share in 2021

	Nordics	Germany, Austria
Services	7%	1%
Projects	3%	1%

## We continue being active in M&A

Majority of closed cases are proactively sought by us





### We continue to invest in capabilities and core competencies

#### WT-Service Oy **Wind Controller PORREAL Group** Acquisition of the shares of the Finnish Acquisition of the Finnish industrial Acquisition of PORREAL Group service company Wind Controller, the service specialist WT-Service Oy. offering technical and soft facility leading technical consultant and service services in Austria. > The company provides industrial provider for the Finnish wind power maintenance, installation and project Closed on 2 August 2022 industry. services in the Vaasa region, Finland. Its customer base includes turbine Closed on 11 May 2022 suppliers and wind farm owners, operators and developers. Closed on 2 May 2022 WICC **Finland Finland** Austria **EUR 5.1m EUR 1.7m EUR 32.8m** Revenue: 40 17 380 **Employees:**





## 4. Group development

## **Building Performance**

## Operating environment H1/2022

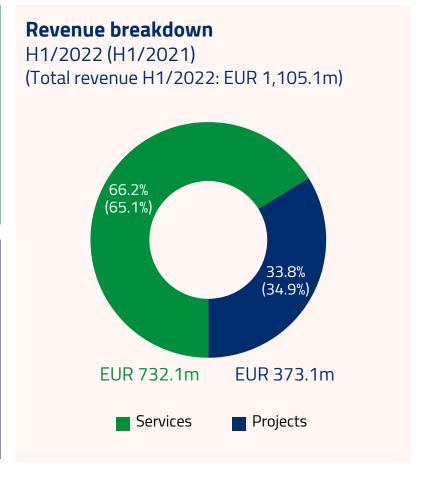
#### Further growth in Services, despite Ukraine crisis and sick leaves

#### Services 66.2% (65.1%) of Group revenue

- In Services, the market demand and general investment activity remained positive.
- Caverion has continued to see a general increasing interest for services supporting sustainability.
- There has also been increasing interest towards long-term and large-scale service agreements.

#### Projects 33.8% (34.9%) of Group revenue

- In Projects, the market demand remained stable during the first half of 2022.
- The market was impacted by increases in material prices, delays in decisionmaking and supply chain as well as uncertainty in the business environment.



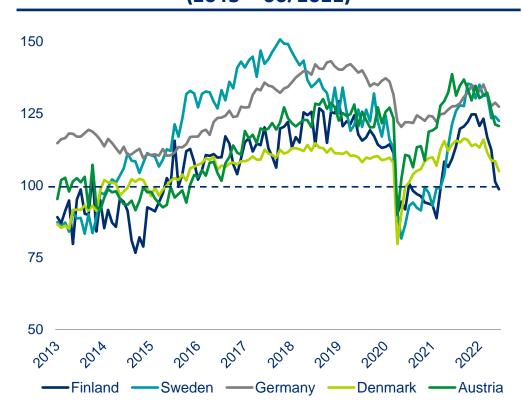
## Drop in sentiment indicators in H1/2022

Economic sentiment indicators impacted by geopolitical tensions due to the Ukraine crisis





## CONSTRUCTION CONFIDENCE INDICATOR (2013 – 06/2022)

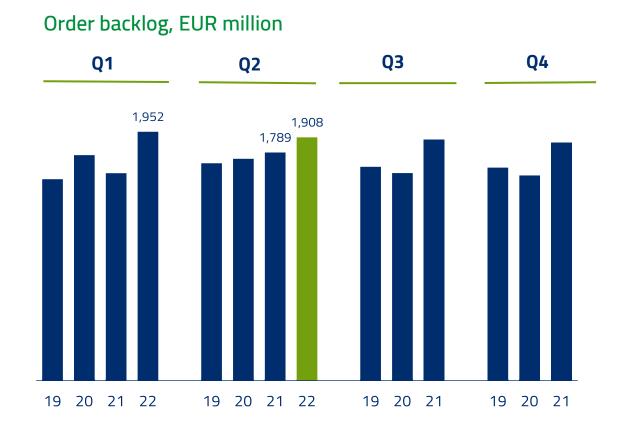


Sources: European Commission, June 2022

## Order backlog development

Order backlog increased by 6.6% year-on-year, growth both in Services and Projects

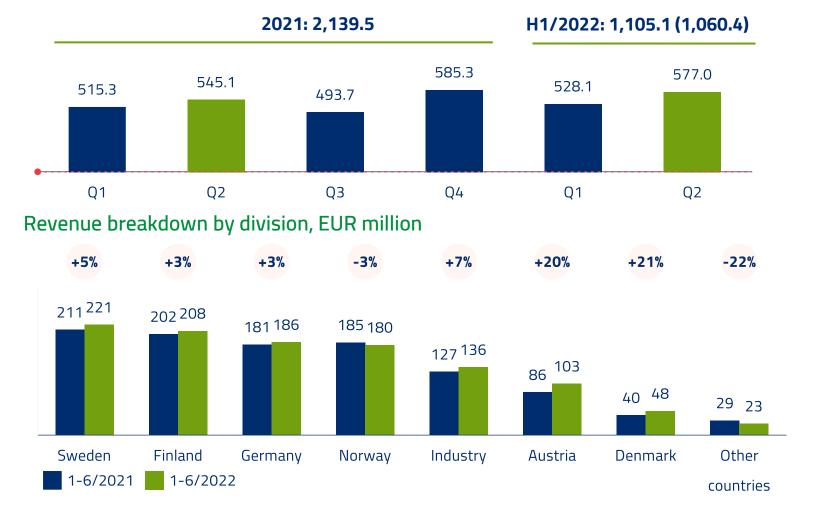
- > Order backlog increased by 6.6% yearon-year to EUR 1,907.9 (1,789.0) million at the end of June.
- > At comparable exchange rates the order backlog increased by 7.7% from the end of June 2021.
- > Order backlog increased by 4.3% in Services and by 9.8% in Projects.



## Revenue development

#### Q2/2022 revenue up by 5.9% supported by organic growth especially in Services

#### Group revenue, EUR million

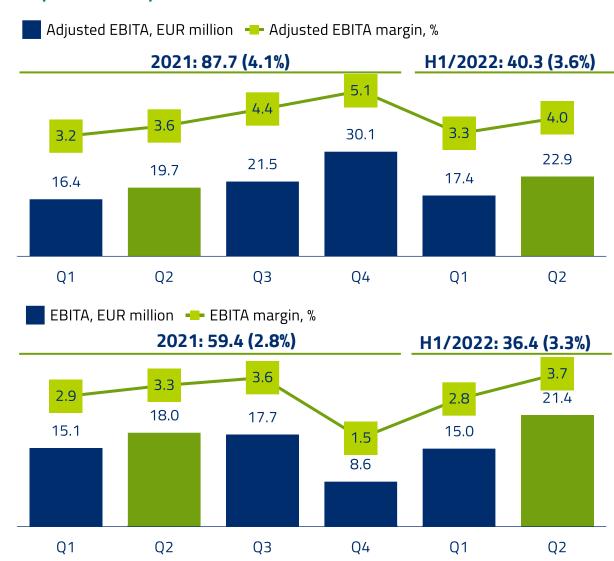


- > Q2/22 revenue: EUR 577.0 (545.1) million, up by +5.9% (+6.5% in locals). Organic growth: +4.7%.
  - By division, growth in Austria, Denmark, Germany, Finland, Industry and Sweden
- > H1/22 revenue: EUR 1,105.1 (1,060.4) million, up by +4.2% (+4.6% in locals). Organic growth +3.6%.
- **Business unit revenues:** 
  - > Q2/22: Services +7.7 % (+8.3% locals; +5.9% organic); Projects +2.5% (+3.1% locals; +2.5% organic)

## Profitability development

#### Adjusted EBITA improved in Q2/2022 compared to the previous year

- > Q2/2022: Adjusted EBITA improved by 16.0% to EUR 22.9 (19.7) million
  - > Adjusted EBITA margin: 4.0% (3.6%)
  - > Both Services and Projects improved their performance.
- > Q2/2022 EBITA: EUR 21.4 (18.0) million, up by 18.6%
  - > EBITA margin: 3.7% (3.3%)
  - > Impacted by one-offs: transaction costs related to acquisitions and divestments of EUR 1.5 million
- > H1/2022: Adjusted EBITA up by 11.6% to EUR 40.3 (36.1) million and EBITA up by 9.8% to EUR 36.4 (33.1) million
  - > Adjusted EBITA margin 3.6% (3.4%) and EBITA margin 3.3% (3.1%)

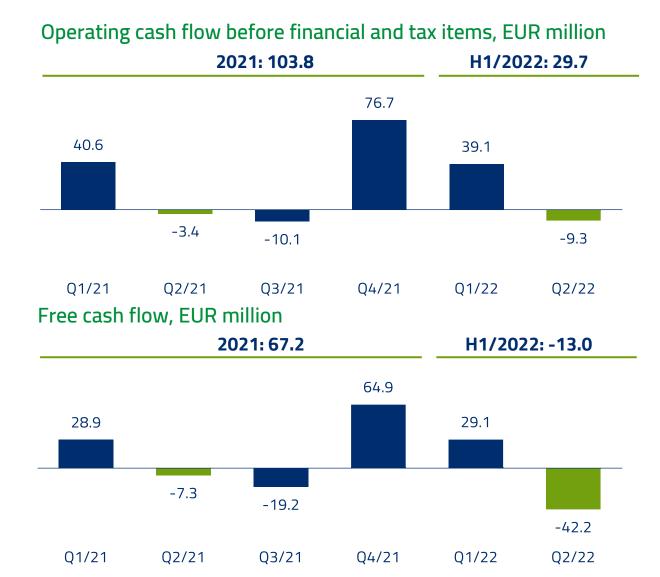


### Cash flow development

#### Cash conversion at 81.3% in H1/2022

- > Operating cash flow was EUR 29.7 (37.2) million in H1/22 and cash conversion (LTM) 81.3% (80.3%).
  - Change in working capital of EUR -28.0m (-18.3m).
  - H1/2022 cash flow was negatively impacted by the payment of EUR 8.8 million for civil claims relating to the German anti-trust matter. The respective cost was reported in items affecting comparability in 2021.
- > Free cash flow: EUR -13.0 (21.5) million
- Capex 2021: EUR 38.0 (7.1) million
  - IT investments: EUR 4.6m (4.1m)
  - Other investments incl. acquisitions: EUR 33.4m (3.0m)

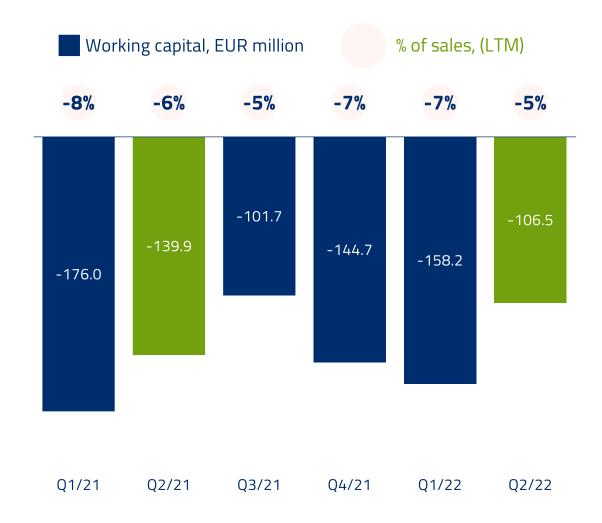
Free cash flow = Operating cash flow before financial and tax items - Taxes paid - Net cash used in investing activities (net, including acquisitions and disposals).



## Working capital development

Working capital was at a level of -5% of sales (LTM)

- > The Group's working capital amounted to EUR -106.5 (-139.9) million at the end of June.
  - > Working capital was impacted by projects being in a cash-consuming phase.
- > Trade and POC receivables increased to EUR 560.1 (518.4) million and other current receivables to EUR 29.4 (26.9) million.
- > Advances received increased to EUR 248.4 (237.9) million. Other current liabilities decreased to EUR 262.5 (278.1) million and trade and POC payables increased to EUR 203.1 (185.9) million.



## Debt maturity structure

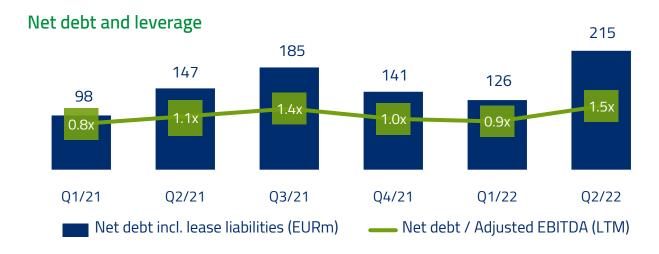
Net debt impacted by investments in the acquisitions and dividend payment

Debt maturity structure on 30 June 2022 **EUR million** 



- On February issued new EUR 75m senior unsecured bond has a maturity of five years, maturing in February 2027, with a fixed annual interest rate of 2.75%.
- The old, partially redeemed, bond matures in March 2023 (ÉÚR 3.5m nominal value remaining).
- > Credit facilities (EUR 50m term loan and EUR 100m revolving credit facility) mature on 15 January 2025, with two one-year extension options (maturity 3+1+1).
- > EUR 35m hybrid bond has first call date in May 2023.
- Interest-bearing net debt incl. lease liabilities: EUR 215.4m (147.3m).
- > Interest-bearing net debt excl. lease liabilities: EUR 77.5m (23.7m).

## Low leverage level



Gross debt to net debt on 30 June 2022 (EURm) excluding lease liabilities



- Net debt/Adjusted EBITDA Q2/2022: 1.5x (1.1x). Group's target limit is less than 2.5x.
- Caverion's external loans are subject to a financial covenant based on the ratio of the Group's net debt to EBITDA according to the calculation principles confirmed with the lending parties. Caverion is in compliance with the quarterly monitored financial covenant.
- Cash and cash equivalents of EUR 58.7m (113.7m).
- In addition, undrawn revolving credit facilities of FUR 100.0m and undrawn overdraft facilities of EUR 19.0m.





5. Guidance and dividend policy

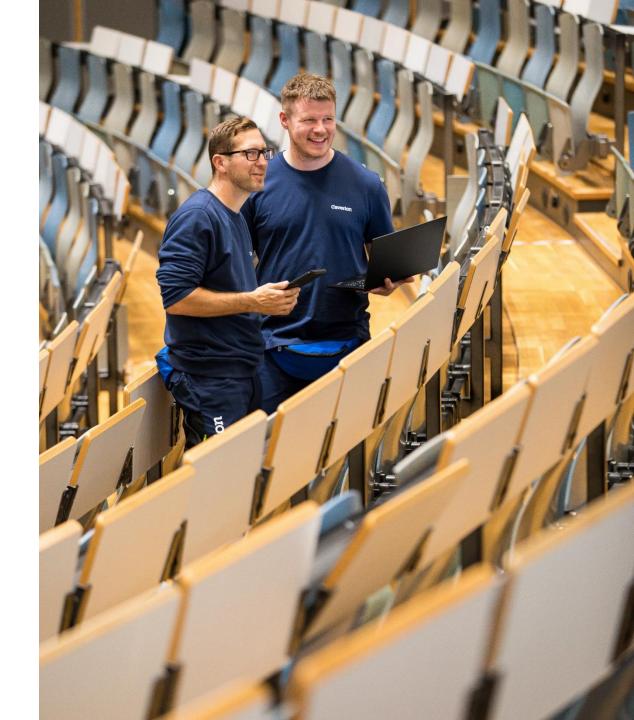
### Guidance and dividends

#### **Guidance for 2022**

> In 2022, Caverion Group's revenue (2021: EUR 2,139.5 million) and adjusted EBITA (2021: EUR 87.7 million) will grow compared to 2021.

#### Dividend

> The Annual General Meeting held on 28 March 2022 decided that a dividend of EUR 0.17 per share was paid for the year 2021. The payment date was 6 April 2022.





# Capital allocation policy to achieve sustainable growth

#### Investment capacity created through:

- > Sustainable growth
- > Margin uplift
- > Improved scalability, efficiency and productivity including procurement optimisation
- > Strong cash conversion



Capital allocation policy

# Organic investments

Investments in organic growth, including digitalisation and offering development

#### Dividends

Dividend policy:
Payout ratio of at least 50% of the result for the year after taxes, however, taking leverage level into account

#### M&A

M&A in selected growth areas and complementary capabilities

# Why invest in Caverion?







# Key figures

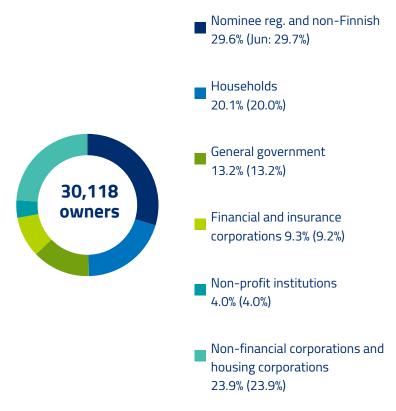
EUR million	4-6/22	4-6/21	Change	1-6/22	1-6/21	Change	1-12/21
Revenue	577.0	545.1	5.9%	1,105.1	1,060.4	4.2%	2,139.5
Organic growth, %	4.7	3.3		3.6	-1.1		-2.0
Adjusted EBITDA	37.3	33.2	12.4%	68.1	62.6	8.8%	142.1
Adjusted EBITDA margin, %	6.5	6.1		6.2	5.9		6.6
EBITDA	35.8	31.5	13.8%	64.3	59.6	7.9%	113.8
EBITDA margin, %	6.2	5.8		5.8	5.6		5.3
Adjusted EBITA	22.9	19.7	16.0%	40.3	36.1	11.6%	87.7
Adjusted EBITA margin, %	4.0	3.6		3.6	3.4		4.1
EBITA	21.4	18.0	18.6%	36.4	33.1	9.8%	59.4
EBITA margin, %	3.7	3.3		3.3	3.1		2.8
Operating profit	17.5	13.9	26.0%	28.9	24.9	16.0%	43.5
Operating profit margin, %	3.0	2.5		2.6	2.3		2.0
Earnings per share, undiluted, EUR	0.09	0.06	39.1%	0.13	0.11	19.2%	0.17
Operating cash flow before financial and tax items	-9.3	-3.4	-176.7%	29.7	37.2	-20.1%	103.8
Order backlog				1,907.9	1,789.0	6.6%	1,863.8
Cash conversion (LTM), %				81.3	80.3		91.2
Working capital				-106.5	-139.9	23.8%	-144.7
Interest-bearing net debt				215.4	147.3	46.3%	140.7
Net debt/Adjusted EBITDA				1.5	1.1		1.0
Gearing, %				111.3	79.9		69.8
Equity ratio, %				18.6	18,1		19,0
Number of personnel at the end of the period				14,612	14,958	-2.3%	14,298



## Directly registered shareholders on 31 July 2022

Largest shareholders	Shares, pcs	% of shares	Change after 6/2022, pcs
1 Herlin Antti	21,054,392	15.2	0
2 Fennogens Investments SA (Ehrnrooth fan	nily) 14,169,850	14,169,850 10.2	
3 Varma Mutual Pension Insurance Company	9,035,780	6.5	0
4 Mandatum companies	6,253,655	4.5	16,984
5 Säästöpankki funds	3,716,562	2.7	0
6 Ilmarinen Mutual Pension Insurance Comp	any 3,602,955	2.6	0
7 Elo Mutual Pension Insurance Company	2,565,640	1.8	0
8 Caverion Oyj	2,447,447	1.8	0
9 The State Pension Fund	2,050,000	1.5	0
10 Brotherus Ilkka	1,803,765	1.3	0
11 Nordea funds	1,747,966	1.3	8,537
12 OP funds	1,492,235	1.1	11,135
13 Aktia funds	1,250,000	0.9	0
14 Kaleva Mutual Insurance Company	969,025	0.7	0
15 S-Bank funds	967,167	0.7	42,437
16 Sinituote Oy	772,400	0.6	0
17 Veritas Pension Insurance Company Ltd.	742,651	0.5	0
18 Lehtoranta Ari Tapio	356,891	0.3	0
19 Haapalainen Marko Juhani	335,000	0.2	0
20 Finska Läkaresällskapet rf	331,800	0.2	0
Source: Investis, as presented on Caverion website.	rgest, total 75,665,181 All shares 138,920,092	54.5 100.0	

#### Sector distribution (7/2022)





## Board of Directors re-elected by the AGM on 28 March 2022



**Mats Paulsson** Chairman



**Markus Ehrnrooth** Vice Chairman



Jussi Aho **Board** member



Joachim Hallengren **Board** member



Thomas Hinnerskov **Board member** 



Kristina Jahn **Board member** 



**Jasmin Soravia Board member** 

# Caverion Group Management Board

