



Uponor Capital Markets Day 2018

Apple Valley, Minnesota, USA
17 May 2018



CMD
2018

Uponor Capital Markets Day

17 May 2018

CMD
2018

08:15	Opening The Uponor strategy President and CEO Jyri Luomakoski, Uponor Corporation	11:15	Lunch
08:45	Building Solutions – Europe: Profitable growth in Europe after the transformation programme President Jan Peter Tewes, Building Solutions – Europe	12:15	Site visit
09:15	Uponor Infra: Profitable growth in infrastructure solutions after the transformation programme President Sebastian Bondestam, Uponor Infra	13:15	Refreshments & coffee
09:45	Break & refreshments	13:45	Looking beyond: New business development and digitalisation President and CEO Jyri Luomakoski, Uponor Corporation
10:15	Building Solutions – North America: Meeting customer demand in North America President Bill Gray, Building Solutions – North America	14:00	Looking beyond: Intelligent Water & Phyn Plus Bill Gray
10:45	Sustainability – targets and ambitions for business and our own operations Ilari Aho, VP, New Business Development and CSR, Uponor Corporation	14:15	Looking beyond: Hygiene and prefabrication Jan Peter Tewes
		14:30	Q&A
		15:00	Closing President and CEO Jyri Luomakoski, Uponor Corporation



Uponor strategy

President and CEO Jyri Luomakoski, Uponor Corporation



**CMD
2018**

Contents

CMD
2018

1 Strategic direction

2 Changes in trends, competition and customers

3 From strategy to execution

4 Summary



Contents

CMD
2018

1 Strategic direction

2 Changes in trends, competition and customers

3 From strategy to execution

4 Summary



In 2016, we introduced a strategy for sustainable growth – direction remains valid

CMD
2018



Contents

CMD
2018

1 Strategic direction

2 Changes in trends, competition and customers

3 From strategy to execution

4 Summary



Uponor's strategy evolves as the environment changes

CMD
2018

Development

1

Megatrends affect societies creating new opportunities to improve living environments

Impact to Uponor's strategy

Uponor's strategy is strongly anchored around megatrends

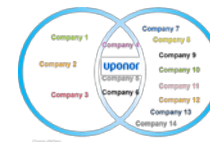
Illustration



2

Plastic pipe and fittings business continues to commoditise

Basis of competition is shifting to improved customer experience and enabling offsite construction



3

Targeted customer groups expand as we progress with our strategy

Developing new competences and innovating with business models



Uponor's strategy is anchored around megatrends

Megatrends affect societies fundamentally and over a long period of time



Climate change and scarcity of resources



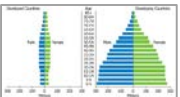
Urbanisation



Digital transformation



Shift of economic power towards emerging markets



Demographic split to aging and growing populations

...raising new opportunities to improve living environments

Intelligent plumbing and hygienic drinking water solutions. Sustainability and circular economy

Prefabricated solutions to enable efficient construction

Uponor pursues digitalisation within product, marketing, BIM and IT development

Market expansions in Asia and Mexico

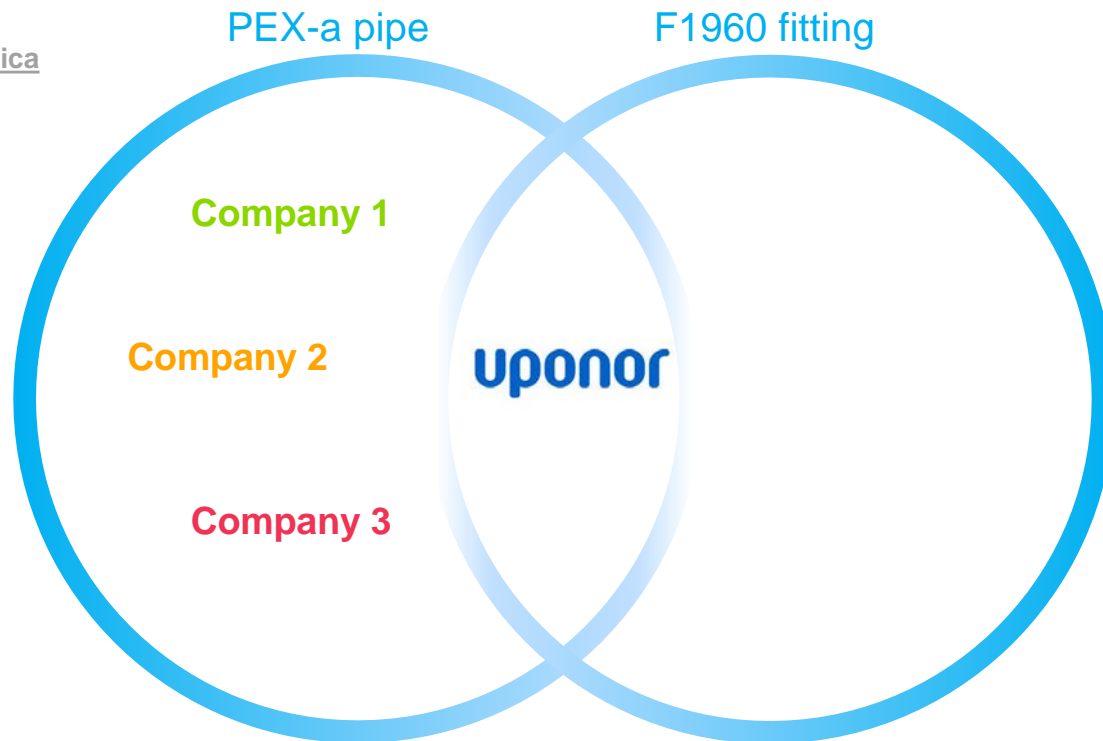
Opportunities with assisted living housing. Solutions that bring comfort and health

Uponor's focus on product allowed us to capture a unique position in the market

CMD
2018

Example from North America

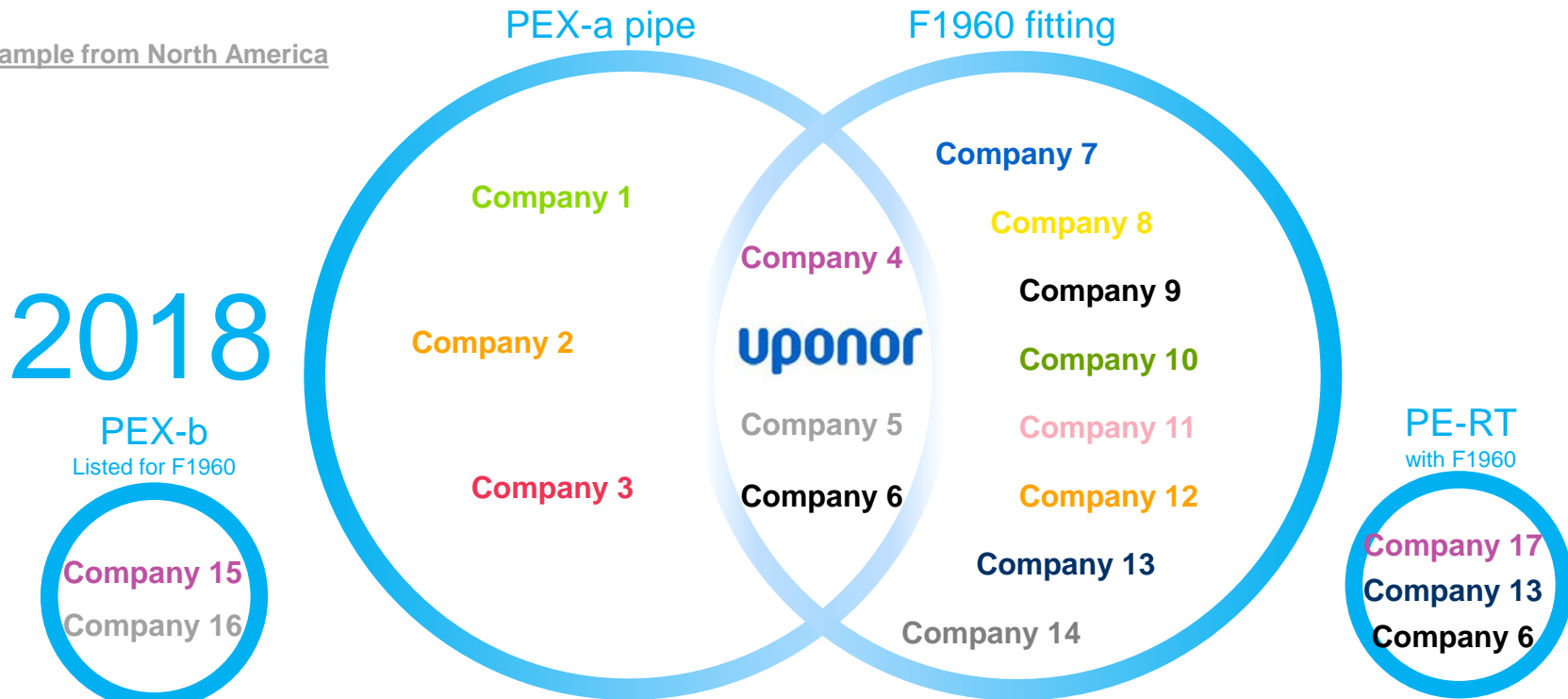
2012



Competition has caught up and we face a crowded product space in our base business

CMD
2018

Example from North America



Uponor is shifting from a product centric model to mastering customer experience

CMD
2018

Company



Focused on:

Product
Efficiency
Standardisation



Customer

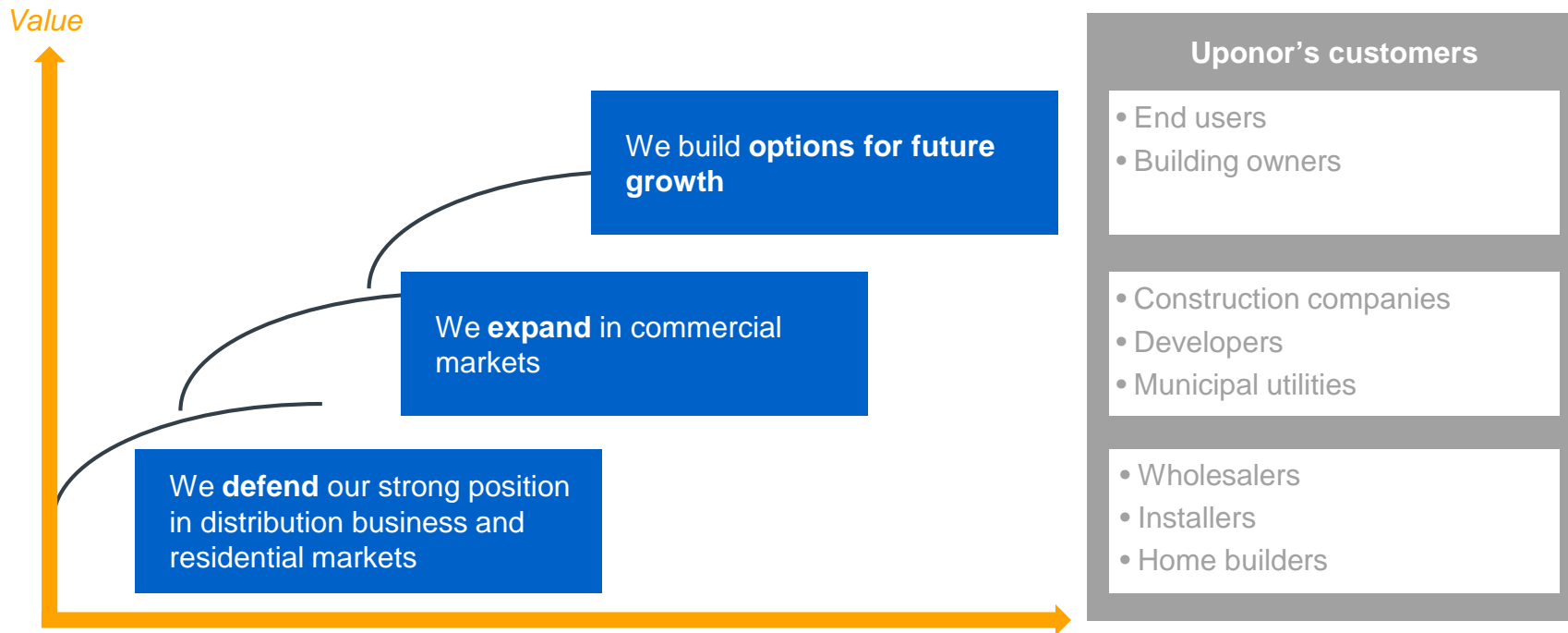


Cares about:

Experience
Relationships
Personalisation

Targeted customer groups expand as we progress with our strategy

CMD
2018



Contents

CMD
2018

1 Strategic direction

2 Changes in trends, competition and customers

3 From strategy to execution

4 Summary



Strategy execution requires expanding our skills set and piloting new business models

CMD
2018

Employees are learning new competences, e.g.

- Solution selling
- Digitalisation

Competences



Business model



Innovating with business models

- Expanding from pipes and fittings to services
- From components to prefabricated solutions

Continuous investment in research and development

- Smart connected offering
- Differentiated jointing technology

Offering development



Competitiveness



Improving cost competitiveness

- Shifting technology to high speed manufacturing
- Transformation programmes completed in Europe

Risks and opportunities are monitored continuously

CMD
2018



Areas to watch

Economy & industry



- Overall economic sentiment and construction output
- Tightening regulation
- Lack of skilled plumbers and increasing need for efficiency in construction



uponor



- Speed of execution in our strategic focus areas
- Profitability within the business portfolio



Uponor's levers to adjust

- Capacity expansions
 - Continuous investment in sustainability and hygiene development
 - Scaling up Uponor's offsite construction business
-
- Resource reallocations, use of strategic M&A
 - Drive further focus and efficiency

Contents

CMD
2018

1 Strategic direction

2 Changes in trends, competition and customers

3 From strategy to execution

4 Summary



Uponor's strategic direction remains valid

- Defend strong position in distribution
- Expand in commercial markets
- Build options for future growth

Strategy is anchored around megatrends

- Climate change and scarcity of resources
- Urbanisation
- Digital transformation

Customers and competition evolving

- Crowded product space in our base business
- Shifting from product centric to customer experience focused
- Enabling offsite construction

New competences to execute the strategy

- Solution selling and digitalisation
- Continuous investment in research and development
- Risks and opportunities are monitored continuously

uponor

BUILD ON
uponor

100 YEARS



Profitable growth in Europe after the transformation programme

Jan Peter Tewes, President, Uponor Building Solutions – Europe



**CMD
2018**

Contents

CMD
2018

1 Financial status

2 Market update and outlook

3 Strategy update

4 Growth initiatives

5 Summary



Contents

CMD
2018

1 Financial status

2 Market update and outlook

3 Strategy update

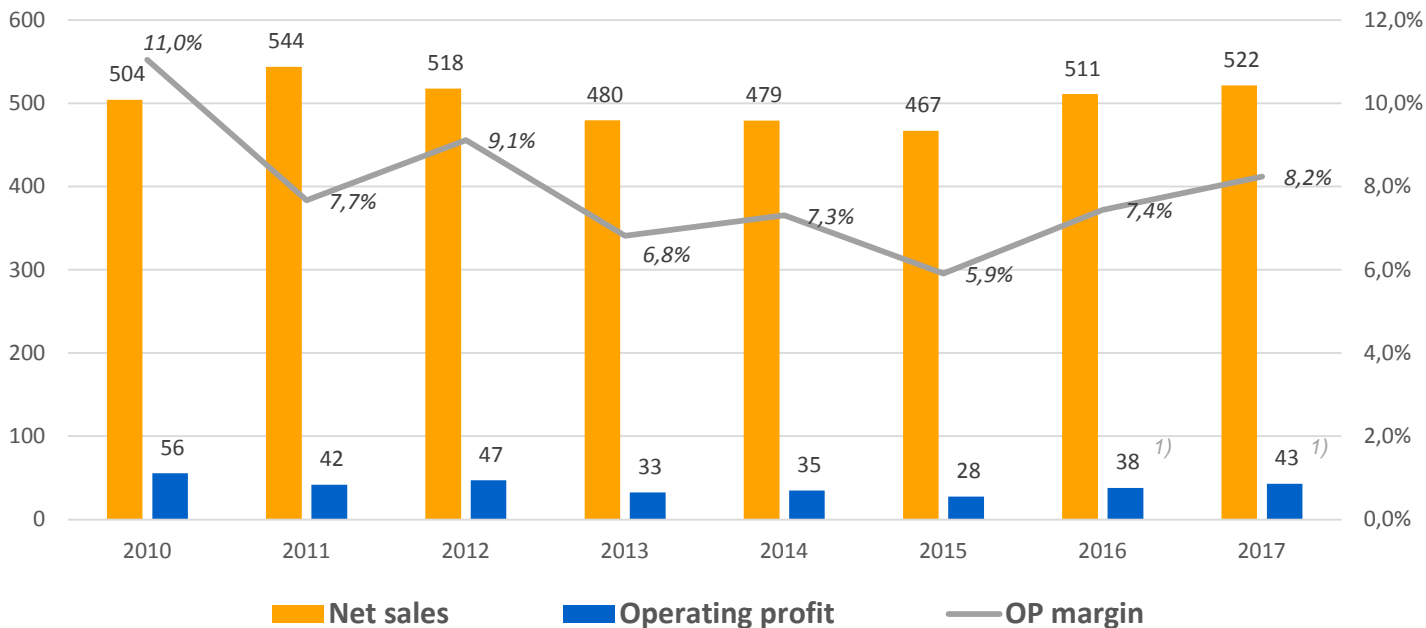
4 Growth initiatives

5 Summary



Changing the trend in Building Solutions - Europe

CMD
2018



1) Comparable operating profit

Contents

CMD
2018

1 Financial status

2 **Market update and outlook**

3 Strategy update

4 Growth initiatives

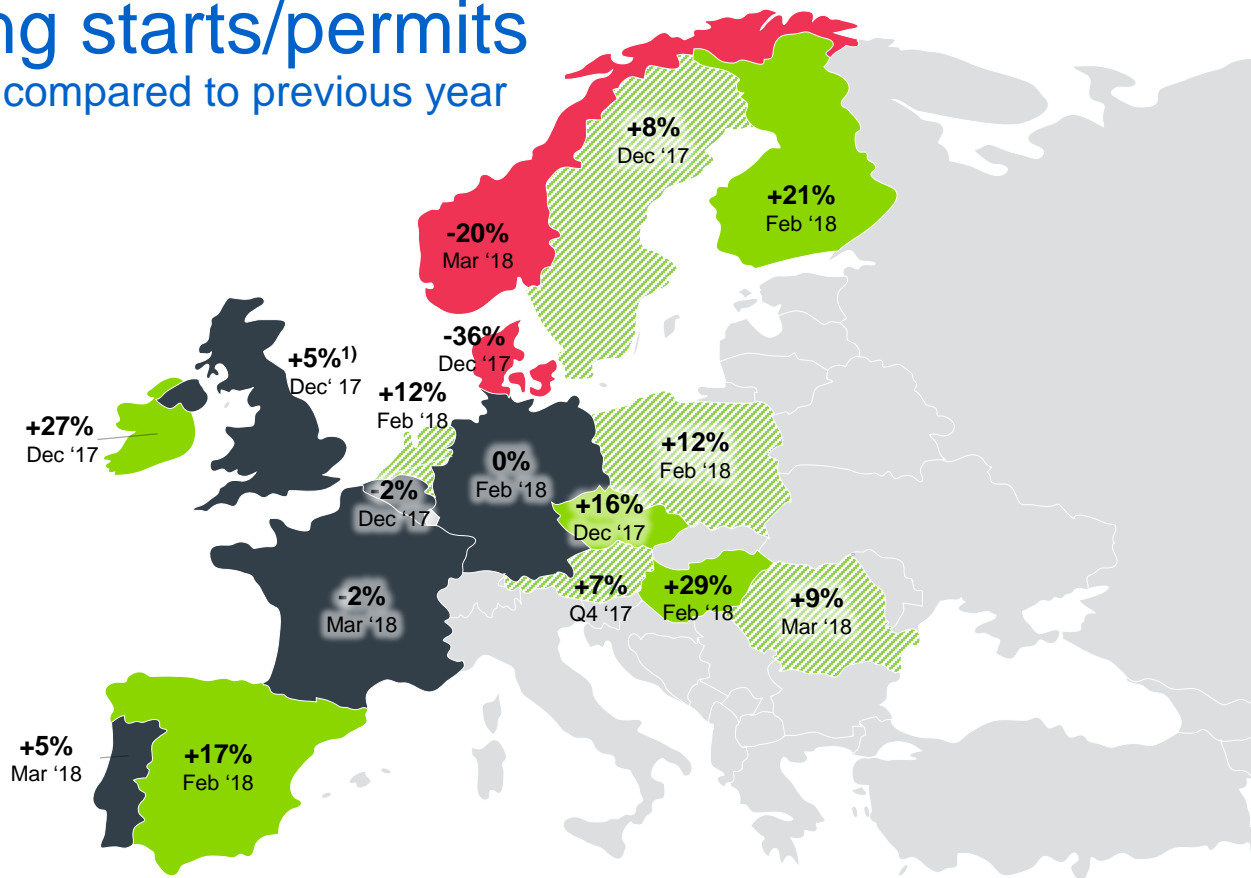
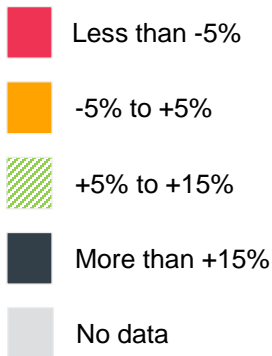
5 Summary



European housing starts/permits

Year-to-date percent change compared to previous year

Growth

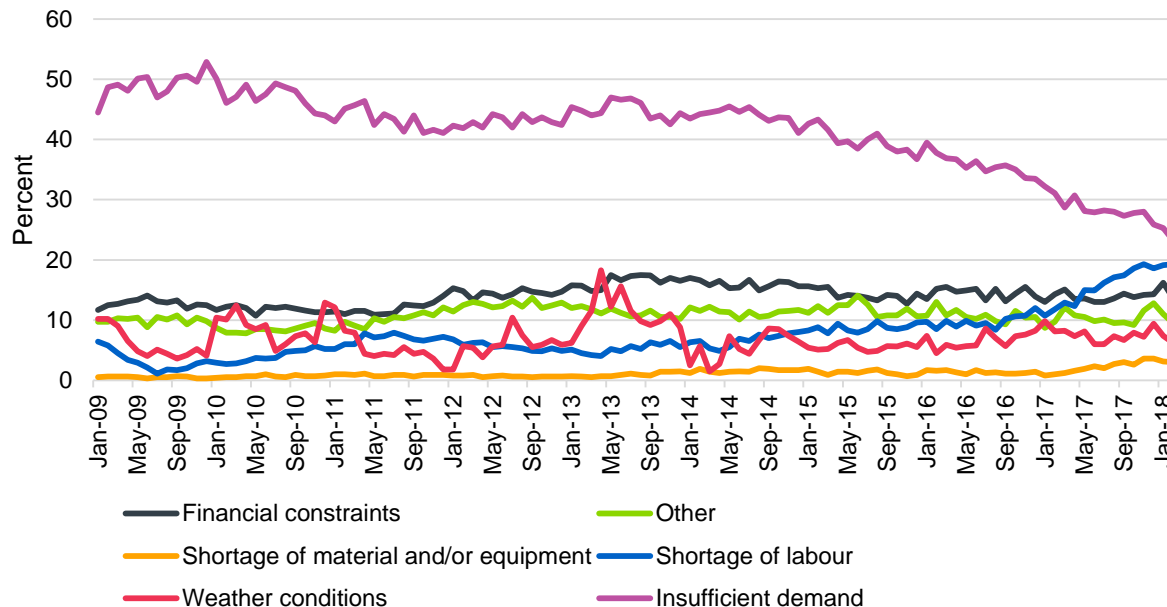


Source: National statistics agencies, Eurostat, OECD, and Reuters 1) England only

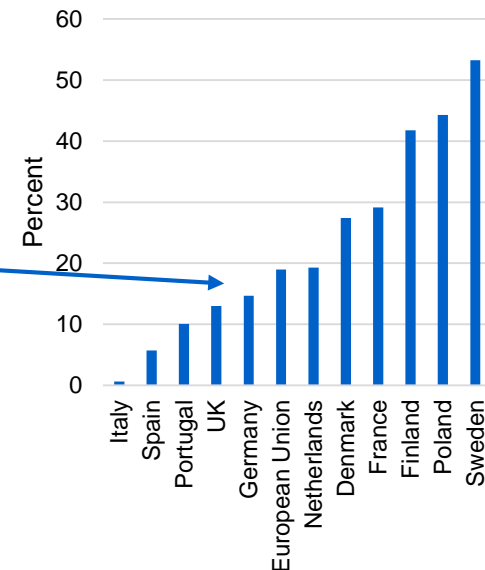
Labour shortage is a major barrier for builders across Europe

CMD
2018

“What main factors are currently limiting your building activity?”
(European Union)



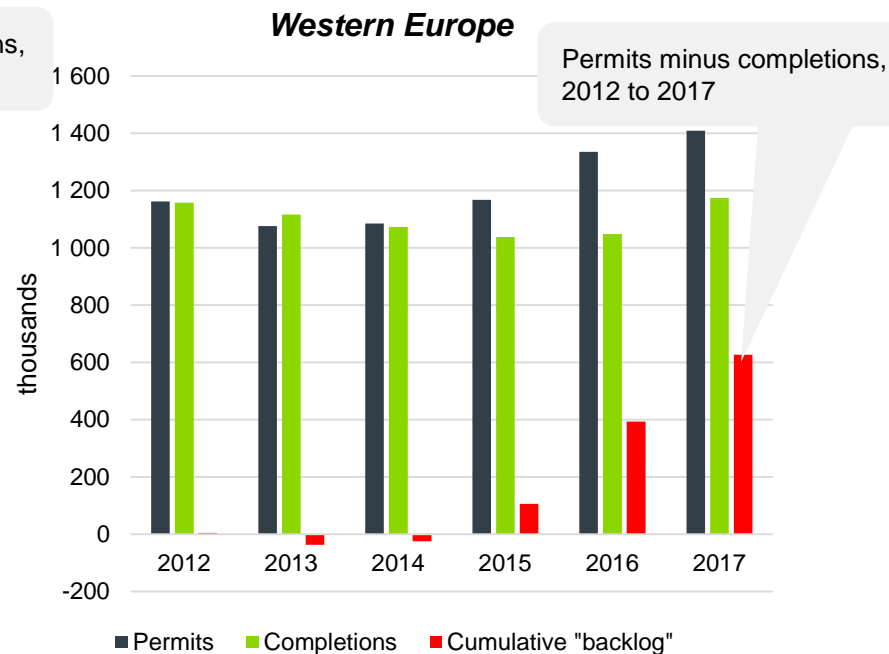
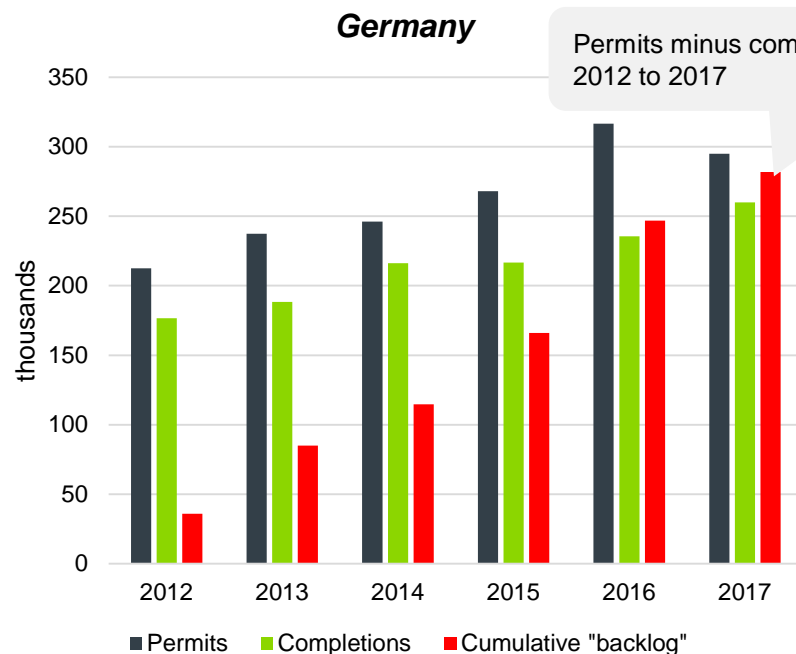
Percent of builders noting
shortage of labour
(3-month average)



Source: Eurostat

Because of labour shortages, building permits have grown faster than completions, especially in DE, FR, CH and SE

**CMD
2018**

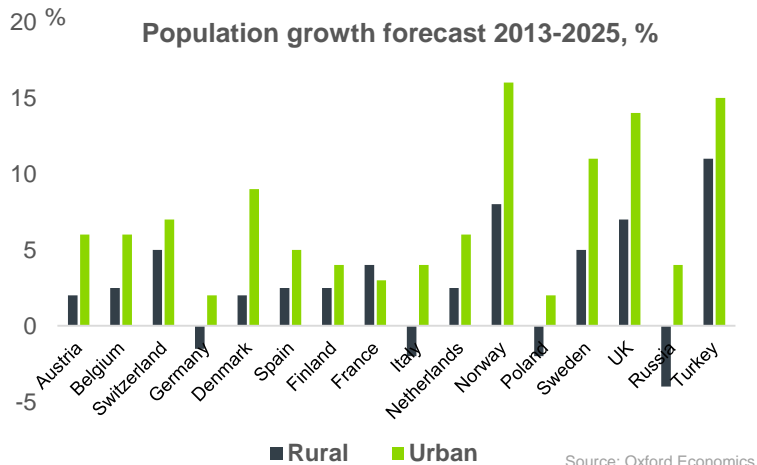


Source: Euroconstruct, Nov 2017

Key trends & Uponor's response

CMD
2018

1 Urbanisation



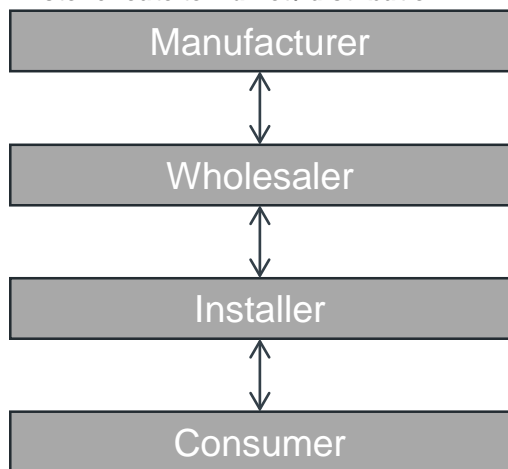
- ✓ App. 50 incremental sales reps with focus on urban hubs
- ✓ Top project focus – Top down from Europe to countries to cities

Key trends & Uponor's response

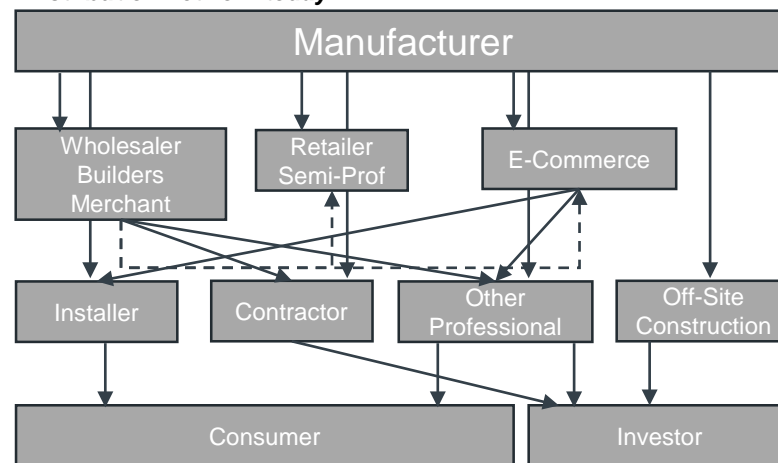
CMD
2018

2 Disruption of value chain

Historic route to market / distribution:



Distribution network today:



- ✓ Focus on wholesale as key distribution partner
- ✓ Orchestration of distribution network by applying “channel blue prints”

Key trends & Uponor's response

CMD
2018

3 Customer consolidation

Main assumptions:

- Wholesale function will **remain dominant** for large parts of our business
- **Financial power** critical to **invest into future**: distribution network, IT infrastructure


SAINT-GOBAIN




onninen

The logo for ahl sell, with the word 'ahlsell' in white lowercase letters on a blue rectangular background.

The logo for VGH International, featuring the text 'VGH International' in blue, with a blue circular icon containing a white upward-pointing arrow to the right.

- ✓ Key account management established on highest possible level
- ✓ Strategic key account plans developed with Top 5 wholesale key accounts

Contents

CMD
2018

1 Financial status

2 Market update and outlook

3 **Strategy update**

4 Growth initiatives

5 Summary



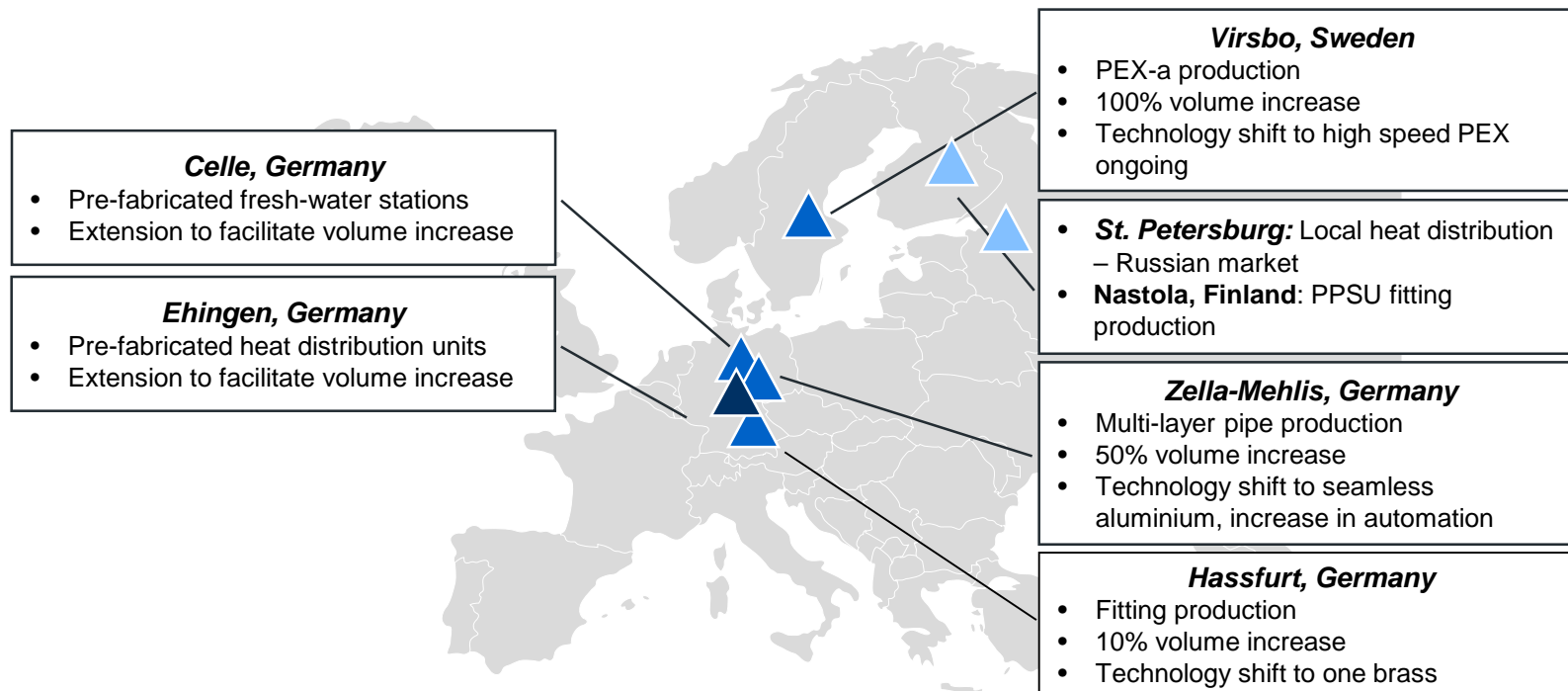
Building Solutions – Europe entering a phase of profitable growth

CMD
2018

2010-2015	2015-2017	2018 - 2020
<i>Post Lehman crisis</i>	<i>Transformation programme</i>	<i>Profitable growth</i>
<ul style="list-style-type: none"> • Clattered operations set-up, factory utilisation 40-60% • Sales and profit decline • Innovation rate <2% 	<ul style="list-style-type: none"> • Streamlined operations, factory utilisation 80-95% • Profit improvement >50% • Innovation rate >5% 	<ul style="list-style-type: none"> • Demand-driven operations set-up: low cost mass / flexible prefab • Focus on executing growth strategy • Innovation rate 5-10%
	<p>Key achievements:</p> <ul style="list-style-type: none"> - Reduction of 250 FTE - Plant closure in Spain - Technology shifts in three main factories - Integration of the prefab acquisitions 	<p>Key deliverables:</p> <ul style="list-style-type: none"> - Top line growth in line with Group targets - Doubling the prefab business - Shift towards Commercial channel - Launch digital services

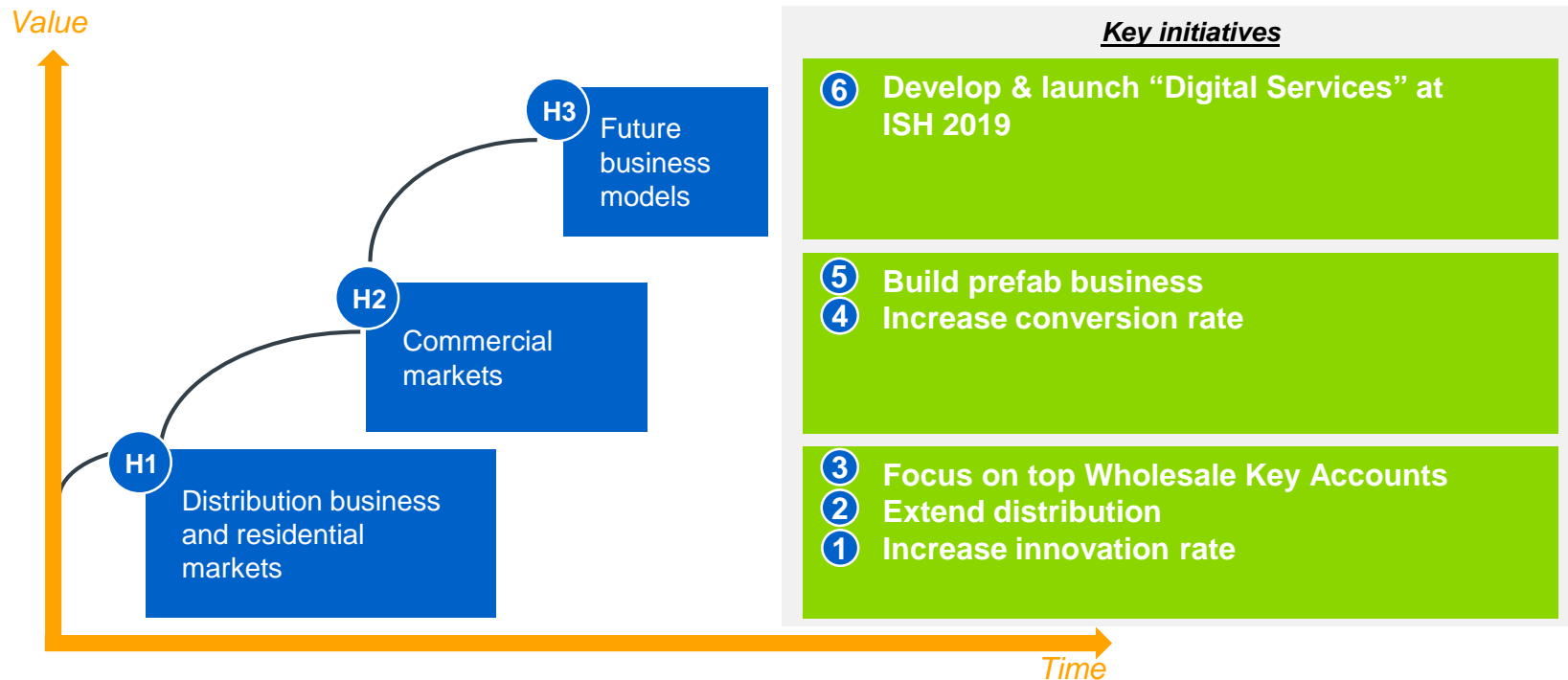
Operations footprint 2018

CMD
2018



Segment strategy execution for profitable growth – key initiatives in 2018

CMD
2018



Contents

CMD
2018

1 Financial status

2 Market update and outlook

3 Strategy update






4 Growth initiatives

5 Summary



Building Solutions - Europe strategy execution – 5 key initiatives in 2018

CMD
2018

	<i>Innovation rate</i>	<i>Focus top 10 KAMs</i>	<i>Extend distribution</i>	<i>Commercial hit rate</i>	<i>Build prefab</i>
SUCCESS	5-10% innovation rate	Increase share of sales with major wholesale key accounts	1,000 new distribution points in 2018	Project channel > €200m	25% CAGR
					
WHO	<ul style="list-style-type: none"> • Category management • Markets 	<ul style="list-style-type: none"> • Lead market principle 	<ul style="list-style-type: none"> • Markets 	<ul style="list-style-type: none"> • Central commercial team 	<ul style="list-style-type: none"> • Central prefab team • Markets

Contents

CMD
2018

1 Financial status

2 Market update and outlook

3 Strategy update

4 Growth initiatives

5 Summary



Transformation programme delivered

- Head count reduction
- Revamped operations foot-print
- New management team operating from hub structure

Key financials on track

- Significant savings in overheads
- Operating profit margin
- Operating profit increase

Attractive European markets

- Planning permissions up in almost every market
- Qualified labour as a bottle-neck

Key initiatives to drive growth

- Core: Innovation rate, European key accounts, extended distribution
- Commercial: Conversion rate, prefab
- Digital service models: Phyn, etc.

uponor

BUILD ON
uponor

100 YEARS

Uponor

Profitable growth in infrastructure solutions after the transformation programme

Sebastian Bondestam, President, Uponor Infra



**CMD
2018**

Contents

CMD
2018

1 Transformation and market update

2 Strategy update

3 Examples on growth plans

4 Summary



Contents

CMD
2018

1 Transformation and market update

2 Strategy update

3 Examples on growth plans

4 Summary



Restructuring efforts have had a strong impact on Uponor Infra's structure

CMD
2018

Starting point

- JV created July 2013
- Overcapacity and limited growth in core markets

Restructuring activities

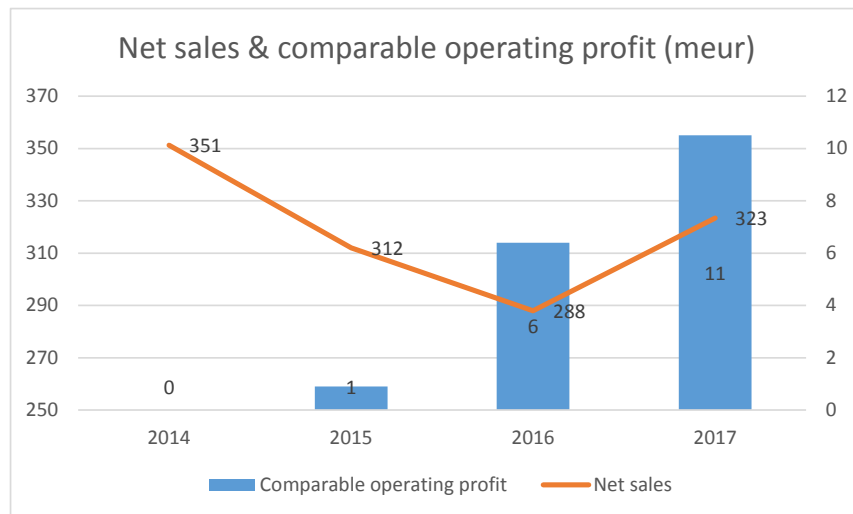
- 7 factories closed, 8 remain
- 6 offices closed, 7 remain
- Technology & Thailand sold

Results

- Comparable net sales on the same level while profits have improved

Net sales and comparable operating profit have turned to a positive trajectory

CMD
2018



- Profitability trended upwards in 2015 and 2016 driven by improvements in Europe
- North American market recovered in 2017 giving a further improvement in operating profit
- Challenges in footprint changes in Denmark and Finland affected European results in 2017

North American market recovered in 2017

CMD
2018

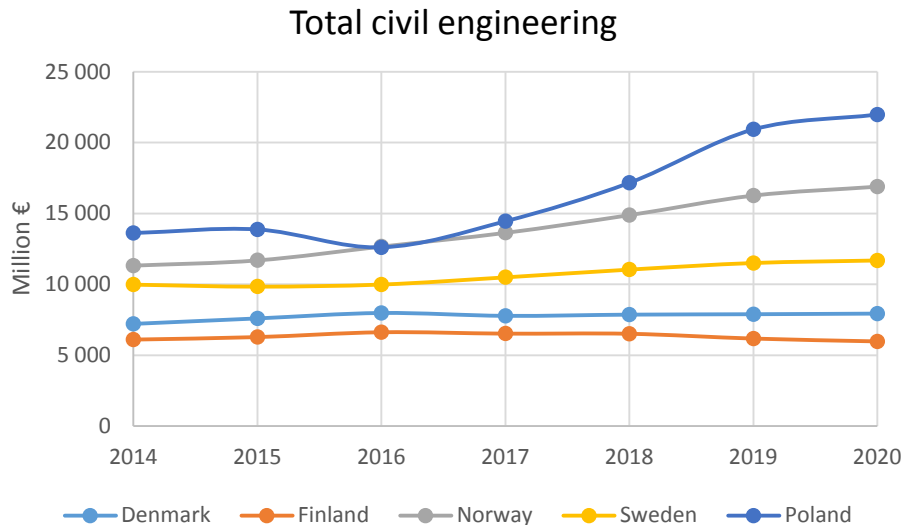
Pipe Shipments (millions of lbs)

Category	Year Ended December 31,				Current 12 Month Rolling Average Jan 2017 - Dec 2017
	2015	2016	2017	% Change 2016 - 2017	
Potable Water < or = 3 in.	63	68	67	(1.9%)	5.6
Potable Water > or = 4 in.	310	273	302	10.5%	25.1
Total Potable Water	373	341	368	8.0%	30.7
Non-AWWA Process Water	35	41	54	30.9%	4.5
Irrigation/Agriculture	38	33	29	(11.5%)	2.4
Geothermal	11	11	10	(12.2%)	0.8
Gas Distribution	227	219	265	21.1%	22.1
Oil & Gas Production	385	280	514	83.5%	42.8
Landfill	9	8	6	(28.7%)	0.5
Industrial & Mining	178	105	139	32.3%	11.6
Sewer & Drain	83	55	44	(19.7%)	3.7
Conduit	262	309	350	13.3%	29.2
Other(1)	32	17	14	(15.3%)	1.2
Export	16	38	17	(54.9%)	1.4
Total U.S., Mexico & Canada	1,649	1,457	1,810	24.3%	149

- Oil and Gas market recovered after the drop in 2015-16
- The entire North American market is continuing to grow

Market outlook remains healthy to flat in the key European markets

CMD
2018



- Poland growing with EU funds
- Norway focusing on big road projects
- Sweden continues to invest steadily
- Finland and Denmark stay on a flat path

Source: Euroconstruct, November 2017

Contents

CMD
2018

1 Transformation and market update

2 Strategy update

3 Examples on growth plans

4 Summary



Uponor Infra builds on megatrends and Uponor's strategic direction

CMD
2018

Megatrends affect societies fundamentally and over a long period of time



Climate change and scarcity of resources



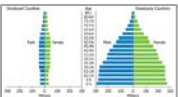
Urbanisation



Digital transformation



Shift of economic power towards emerging markets



Demographic split to aging and growing populations

...raising opportunities to improve living environments

Intelligent plumbing and hygienic drinking water solutions. Sustainability and circular economy

Pre-fabricated solutions to enable efficient construction

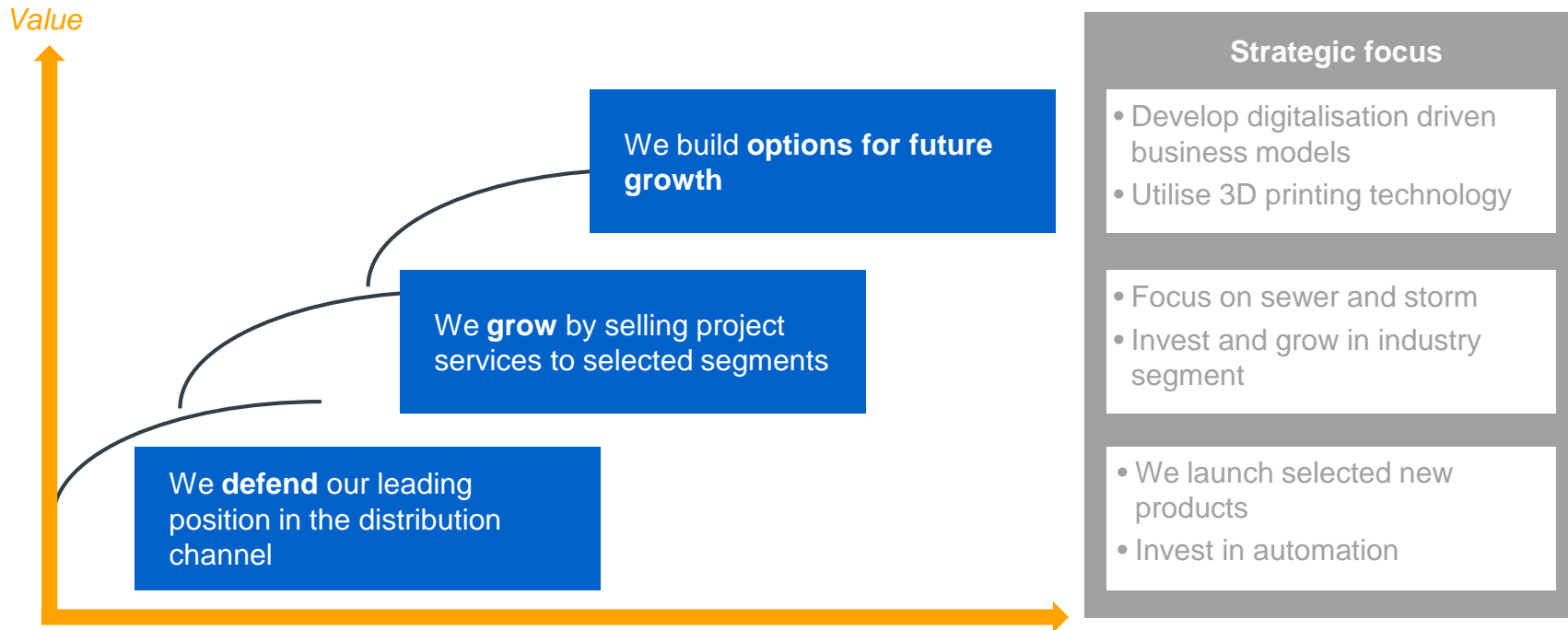
Uponor pursues digitalisation within product, marketing, BIM and IT development

Market expansions in Asia and Mexico

Opportunities with assisted living housing. Solutions that bring comfort and health

Strategy: Uponor Infra grows through focus on prefabrication and digitalised services

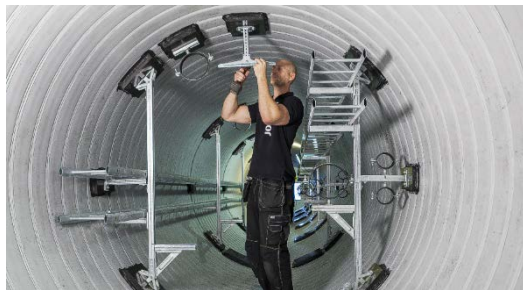
CMD
2018



Trends in civil engineering support growth in prefabrication and project services

CMD
2018

Prefabrication is done in factory controlled environments



- Improves quality and efficiency
- Reduces total cost of installation

Projects are bundled into bigger sub projects



- Reduces complexity to manage suppliers

Shorter installation time



- Reduces duration and cost for closing the operations
- Increases time for revenue generation

Contents

CMD
2018

1 Transformation and market update

2 Strategy update

3 Examples on growth plans:
Project services

4 Summary



Project Services focuses on industry segments

CMD
2018

- Industry focus has created a good sales funnel in all Nordic countries
- Project service competence centre focusing on the Nordic markets
- Investment into front line resources, training and competence support has paid off



Uponor Infra 360 Project service

Design and calculations
Tailor-made products
Technical support
Field services
Project Management



Case: Öresundskraft, Helsingborg, Sweden

CMD
2018



Case: Stora Enso Nymölla Bruk, Sweden

CMD
2018



Case: Opnæsgård housing society, Hørsholm, Denmark

CMD
2018



Contents

CMD
2018

1 Transformation and market update

2 Strategy update

3 Examples on growth plans:
Water monitoring

4 Summary



Crisis due to contaminated drinking water is a global phenomenon

CMD
2018

AFTONBLADET

ROBERTSFORS

Kommunens vattenvarning: Drick ingenting tills vi vet

NYHETER män 12 jun 2017

Invånare i Robertsfors kommun måste koka dricksvatten innan de dricker det.

Äänekosken vesikriisi: kaikki alkoi vääranlaisesta kaivosta – ja niitä voi olla ympäri Suomen

Putkirikko, paineenlasku verkostossa ja puhtaan veden ja viemäreiden ilmanpoisto samassa kaivossa – niistä sai alkunsa osaa Äänekoskesta jo puolisoitoista kuukautta piinannut vesikriisi. THL:n erikoistutkijan mukaan koko maan vesiverkostot pitäisi tarkastaa vastaavien rakenteiden varalta.

Juomaveden saastuminen 24.11.2016 klo 11:53 | päivitetty 24.11.2016 klo 15:52



Nokian vesikriisi: jätevesi sairastuttamilta lapsilta pahimmillaan seitsemän taudinaiheuttajaa

Sverige

Parasit orsakar m: Östersund



Flint Water Crisis Fast Facts

CNN Library

Updated 1646 GMT (0046 HKT) June 13, 2017



Juomavesi on keitettävä Klaukkalan alueella, keittokehoitus ei koske Lepsämää

12.9.2017 9.00 Klaukkalan vesitornista maanantaina 11.9.2017 otetuissa verkostovesinäytteissä on todettu E. coli -bakteeria



ting measures led to

Operators have limited visibility into water flowing in their networks

CMD
2018

Every second day, one Nordic water utility asks their inhabitants to cook their water



Nokian vesikriisi: jäteveden sairastuttamilta lapsilta löytyi pahimmillaan seitsemän taudinaiheuttajaa

Tuoreen väitöstudiumin mukaan Nokialla vuonna 2007 jäteveden saastuttama juomavesi aiheutti poikkeuksellisen vaikeaoireisia ja pitkäkestoisia tauteja. Yli sata lasta joutui sairaalahoitoon.

11.11.2016 klo 17:09



Where water flows, so does information

- Uponor Infra Water Monitoring Services

CMD
2018



QUALITY



FLOW & LEAKAGE

If you can
detect it,
you can
control it

Uponor water quality monitoring service

CMD
2018

Customer problem

- Water utilities have limited visibility into their water networks
- Laboratory testing is time-consuming and expensive
- In case of event, identification of the source and spread is difficult
- Liabilities can be significant

Uponor solution

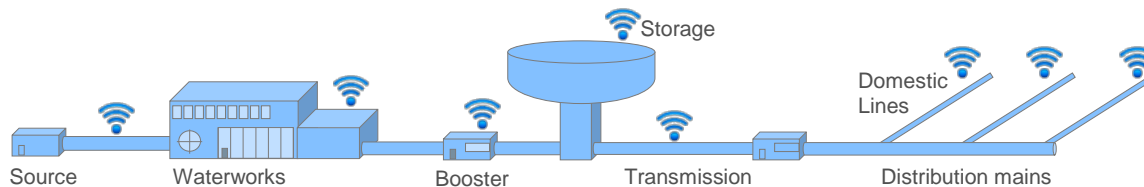
- Real-time water network monitoring service
- Three particle size fractions, conductivity and temperature
- Extremely sensitive equipment that senses minute changes online



Dashboard



Sensor devices



Uponor leakage detection services

CMD
2018

Customer problem

- Water utilities have limited visibility into their water networks
- Flow direction and volume in network not fully measured
- Networks monitored often manually, aided by acoustic methods
- Silent leaks developing into bursts can cause huge damages

Uponor solution

- Real-time monitoring service, enabled by partnership
- Monitoring pressure, flow and water levels
- Real-time alerts for pipe-bursts and analytics for silent leaks



Dashboard



Flow sensor and data collection

Contents

CMD
2018

1 Transformation and market update

2 Strategy update

3 Examples on growth plans

4 Summary



Restructuring is progressing well

- Factories closed
- Non-core assets divested
- Growth and profits improved

Market and megatrends support growth

- Markets healthy to flat
- Uponor Infra builds on megatrends and Uponor's strategic direction

Project services growing

- Focus on Industry segments in Northern Europe
- Supported by civil engineering trends
- Good sales funnel

Digitalisation enables service business

- Water quality monitoring service
- Water flow monitoring service

uponor

BUILD ON
uponor

100 YEARS

Uponor Capital Markets Day

17 May 2018

CMD
2018

08:15	Opening The Uponor strategy President and CEO Jyri Luomakoski, Uponor Corporation	11:15	Lunch
08:45	Building Solutions – Europe: Profitable growth in Europe after the transformation programme President Jan Peter Tewes, Building Solutions – Europe	12:15	Site visit
09:15	Uponor Infra: Profitable growth in infrastructure solutions after the transformation programme President Sebastian Bondestam, Uponor Infra	13:15	Refreshments & coffee
09:45	Break & refreshments	13:45	Looking beyond: New business development and digitalisation President and CEO Jyri Luomakoski, Uponor Corporation
10:15	Building Solutions – North America: Meeting customer demand in North America President Bill Gray, Building Solutions – North America	14:00	Looking beyond: Intelligent Water & Phyn Plus Bill Gray
10:45	Sustainability – targets and ambitions for business and our own operations Ilari Aho, VP, New Business Development and CSR, Uponor Corporation	14:15	Looking beyond: Hygiene and prefabrication Jan Peter Tewes
		14:30	Q&A
		15:00	Closing President and CEO Jyri Luomakoski, Uponor Corporation



Meeting customer demand in North America

Bill Gray, President, Building Solutions – North America



**CMD
2018**

Contents

CMD
2018

1 Investments – when & where?

2 The opportunity

3 Evolving our business to capitalise on the opportunity

4 Summary



1 Investments – when & where?

2 The opportunity

3 Evolving our business to capitalise on the opportunity

4 Summary



Focused investments enabling growth

CMD
2018

- Bays 4B, 5A and 5B - capacity expansion
- Lakeville, Calgary, Brampton distribution centers
- Apollo Technology (PEX-X) - product innovation
- Remodelled Apple Valley training center
- Resin receiving facility - improved margins
- Automated packaging line - improved margins, sustainability
- 3rd mixer
- Renovation/expansion of Annex facility (2015)
- Approx. 60% growth of PEX extruders from 2012 to 2017
- Annex 1 addition
- Annex 2 addition
- Hutchinson manufacturing facility

MUSD	2012		2013		2014		2015		2016		2017	
	% NS		% NS		% NS		% NS		% NS		% NS	
Net Sales	195.4		228.2		265.2		304.6		337.17		373.22	
Operating Profit	21.3	10.90%	33	14.50%	41.6	15.70%	56.3	18.50%	55.1	16.34%	56.4	15.11%
Investment	7.70		20.80		15.00		25.00		22.60		45.10	

\$136.2m capital investment

Apple Valley annex expansions

CMD
2018



ANNEX 1

- **\$18 million investment**
- Increased PEX manufacturing capacity
- 9th Udonor expansion in Apple Valley since 1990
- Opened January 2016



ANNEX 2

- **\$17.4 million investment**
- Increased PEX manufacturing capacity
- 10th Udonor expansion in Apple Valley since 1990
- Opened February 2018

Hutchinson: growing to meet long-term demand

CMD
2018

- August 2017: purchased 237,000-square-foot manufacturing facility and office space;
\$6.35 million investment
- Located 70 miles west of Apple Valley, Minn.; space will help meet long-term capacity demands
- Today: renovations currently underway; expected to be fully operational in mid-2018
- Leverage Hutchinson's large manufacturing talent pool; focus on trade education
- 39% of city's workforce dedicated to manufacturing, 3X the state average
- Great partnerships with area schools and businesses to develop workforce



Hutchinson progress



Contents

CMD
2018

1 Investments – when & where?

2 The opportunity

3 Evolving our business to capitalise on the opportunity

4 Summary

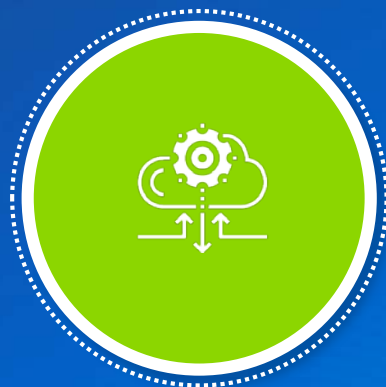


Macro trends are impacting our industry

CMD
2018



**Climate change/
scarcity of resources**



**Digital
transformation**



**Urbanization/
community**



**Aging population/
reduced labor force**

2017 new construction expenditures

CMD
2018



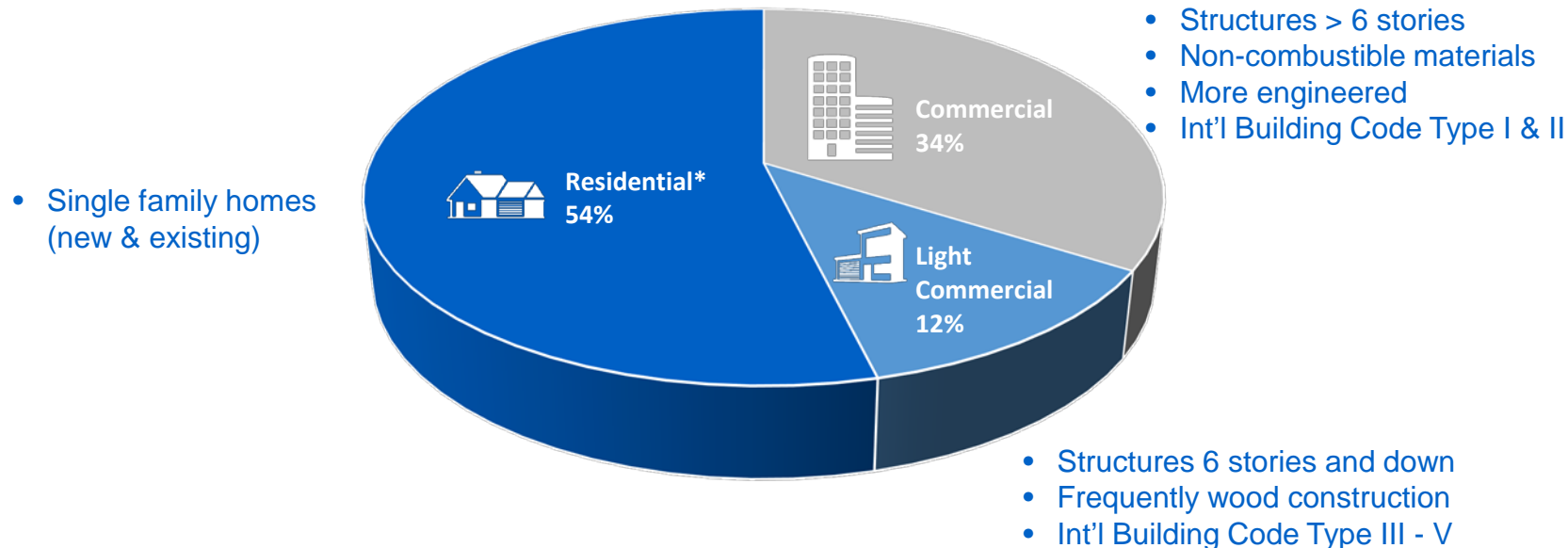
\$811 billion total

Source: FMI

Our market is defined as pipe & fittings with three distinct customer segments

CMD
2018

BLD-NA Addressable Market: \$4 Billion



**Includes Phyn*

Trends and market conditions are creating significant growth opportunities

CMD
2018



Sustainability and energy efficiency



Plastic taking share from metal



Water quality and management



Building Information Modelling (BIM)



Green construction



Pre-fabrication, modular



Smart solutions, requiring less labour

Contents

CMD
2018

1 Investments – when & where?

2 The opportunity

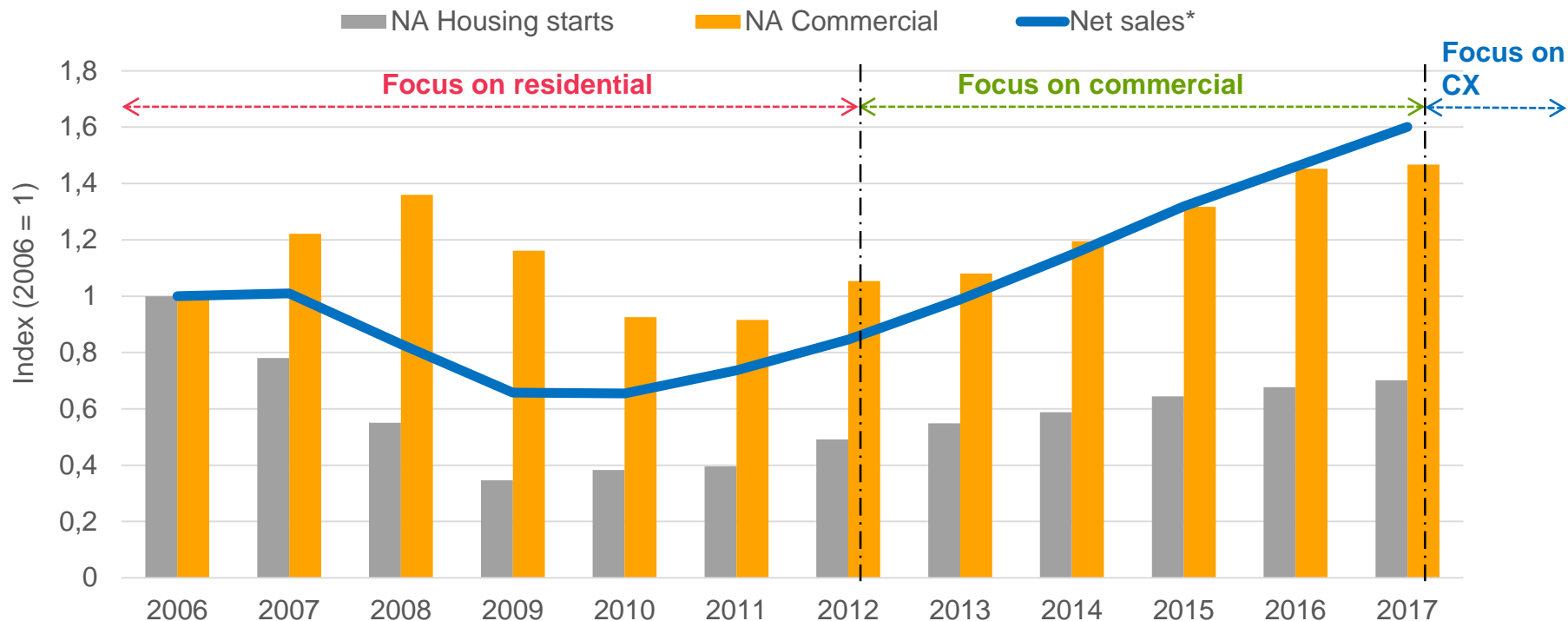
3 **Evolving our business to capitalise on the opportunity**

4 Summary



Net sales* vs. construction activity

CMD
2018



* Building Solutions – North America

Change is all around us, requiring us to think and work differently

CMD
2018

External

Macro trends
Market conditions
New customer demands
Increased competition



Internal

Establish segment-focus
Winning CX
Scalable OpEx
Driven by change leadership



Segment-focused business model means aligning our organization to drive customer intimacy

CMD
2018



- New construction
- Existing homes



- Hotels
- Multi-family



- Hotels
- Multi-family
- Schools & universities

Disrupting ourselves to drive progress, from product- to customer-centric

CMD
2018

Product-Centric Manufacturer

Focused on
Internal operations

Customer relationship
was **Distributor owned**

Sales were
transactional

Company-wide
customer engagement
was **minimal**

Product connectivity
was **limited**



Customer-Centric Partner

Focused on
customer experience

Customer relationship
has **joint ownership**

Sales maximize the
lifetime customer value

Customer engagement
is ongoing

Products have **always-on**
connectivity



Develop winning CX across all interactions

Reducing customer effort across all touchpoints

CMD
2018



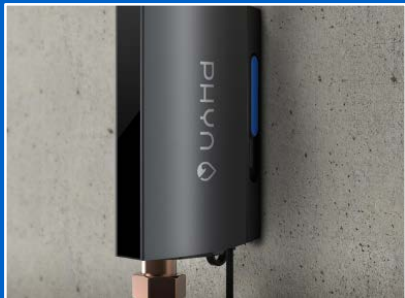
Enhance our customers' perception of Uponor across all their interactions with our organisation.

Creating brand loyalty every step of the way.

Innovating to solve pain points in each segment

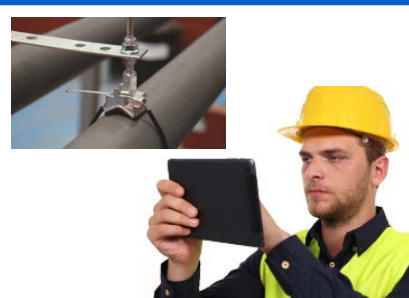
CMD
2018

Single Family Residential



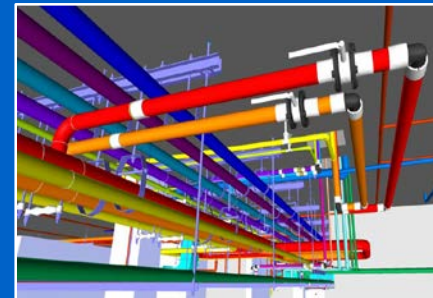
- Phyn
- Joining technology
- Apollo

Light Commercial



- Offering / system gaps
- Training
- Delivery / kitting

Commercial



- PEX-a (1st to market)
- Prefabrication
- Design → BIM

Portfolio expansion • Intelligent capabilities (Sensors, Diagnostics, Digital CX, Services)

Scalable OpEx is foundational to CX

CMD
2018



Scalable OpEx overview

CMD
2018

2017

- Creation of a revised 5-year master plan
- Extrusion capacity increased by 25%
- Increased future space with Annex II construction, and Hutchinson site acquisition
- Capital investment: ~\$45M

2018

- Continue to build extrusion capacity
- Enable multi-site manufacturing
- Improve quality practices
- Optimize supply and demand planning
- Enterprise risk management

CX-driven organization

A culture of customer caring so powerful
it inspires renewed brand loyalty every step of the way.



Contents

CMD
2018

1 Investments – when & where?

2 The opportunity

3 Evolving our business to capitalise on the opportunity

4 Summary



- 1 Preparing for the future: investments in facilities and capacity expansion, continued improvement in operational excellence, Intelligent Water business
- 2 Macro-level trends, the new construction outlook (\$811 billion) and segment-level view (\$4 billion addressable in residential, light commercial, commercial) are creating growth opportunities
- 3 Evolving our business approach to capitalize on opportunities
 - Segment focus to foster customer intimacy; fuel innovation
 - Disrupting ourselves with shift from product/transaction- to customer-centric approach
 - Achieving CX with scalable operational excellence (aligned capacity, processes and systems)
 - Change leadership as the enabler

uponor

BUILD ON
uponor

100
YEARS

Uponor

Sustainability – targets and ambitions for business and our own operations

Ilari Aho, VP New Business Development & CSR



**CMD
2018**

Contents

CMD
2018

1

Starting point and changes in business environment

2

Uponor sustainability strategy: focus areas

3

Specific challenges: circular economy and microplastics

4

Summary



Contents

CMD
2018

1

Starting point and changes in business environment

2

Uponor sustainability strategy: focus areas

3

Specific challenges: circular economy and microplastics

4

Summary



In 2014, we have developed a sustainability commitment and action plan

CMD
2018



2020 Sustainability goals for:

- CO₂ emission reduction
- Incentives tied to sustainability performance
- Supply chain screening for ESG topics
- LCA's for key product groups

Only CO₂ emission reduction goal is made public.



Incremental improvement targets defined mainly from an internal perspective

The world around has changed and we are responding

CMD
2018

- Political priorities have changed considerably (Paris agreement, circular economy policies, EU Plastic Strategy, etc.)
- Sustainable Development Goals have been introduced and taken up by investors, customers and other stakeholders
- Corporate transparency is becoming both a mainstream requirement by customers and a regulated process
- Requirements from customers and investors have both increased and evolved



Sustainability strategy 2018

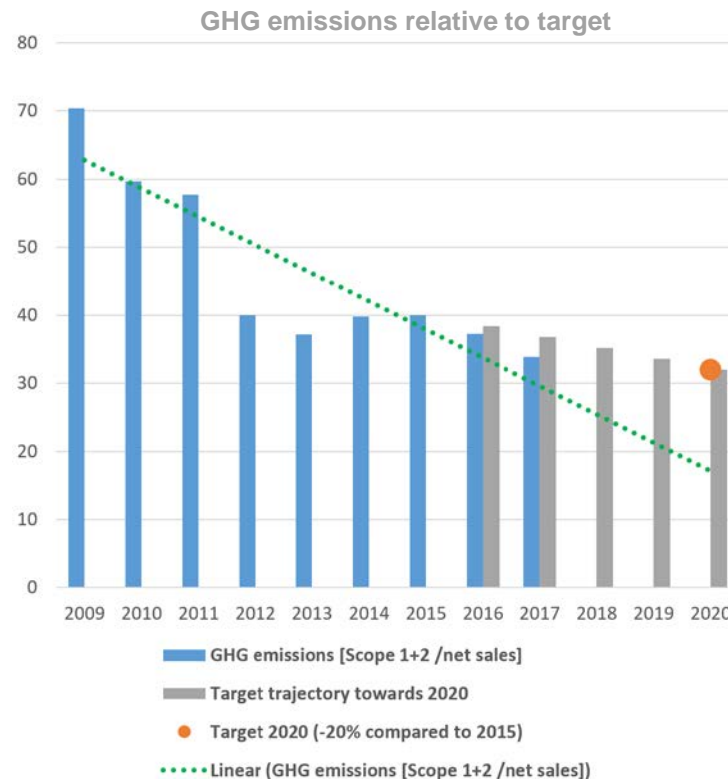
- defined from an outside-in business environment and market perspective
- addressing business risks and identifying new business opportunities
- aligned with globally accepted frameworks

Uponor's non-financial performance

CMD
2018

"Uponor is committed to addressing the key issues of our time through innovations that help reduce environmental impact. Through partnerships, we strive to provide leadership in sustainable solutions for the mutual well-being of both people and the planet, while ensuring the long-term viability of our operations."

- Overall sustainability performance supported by operational streamlining, including production concentration to fewer sites
- On track to exceed our goal of reducing GHG emissions per net sales by 20% by 2020 (from the 2015 levels)
- Renewed sustainability section in the Annual report 2017 following the EU guidelines on non-financial reporting



Our 2017 non-financial disclosure combines our materiality assessment and the requirements of EU disclosure legislation

**CMD
2018**



Respect for human rights

Social responsibility and
treatment of employees

Environmental protection

Anti-corruption and
bribery

Diversity on company
boards



Business strategy and
ESG risks

18 material topics
identified through
materiality
assessment



Uponor's non-financial disclosure focus areas

Corporate Citizenship

Non-Discrimination
Child & Forced Labor
Human Rights Policy
Fair Employment
Practices
Diversity
Board Diversity
Non-discrimination for
board
Bribery/Anti-Corruption
Code
Supply Chain
Management

Environment

Waste Management
Water reduction
measures
Chemical management
Product Innovation and
Development (energy
and water efficiency)
GHG emission
Circular economy
ISO Certifications

Health & Safety

Employee Health &
Safety
Installer Health & Safety
Occupant Health &
Safety
Workforce Incident Rate
Workforce accidents
Employee Turnover

Partnerships

Partnerships and other
forms of industry / NGO /
Government
engagement towards
creating a better
equitable world

Building on People

Training opportunities
Employee Engagement
International trainee
program
Employment by country
Employment by
occupation
Employment by Gender
Total headcount
Total working hours

Global Building Stock

2015



< 0.01% net zero

2050

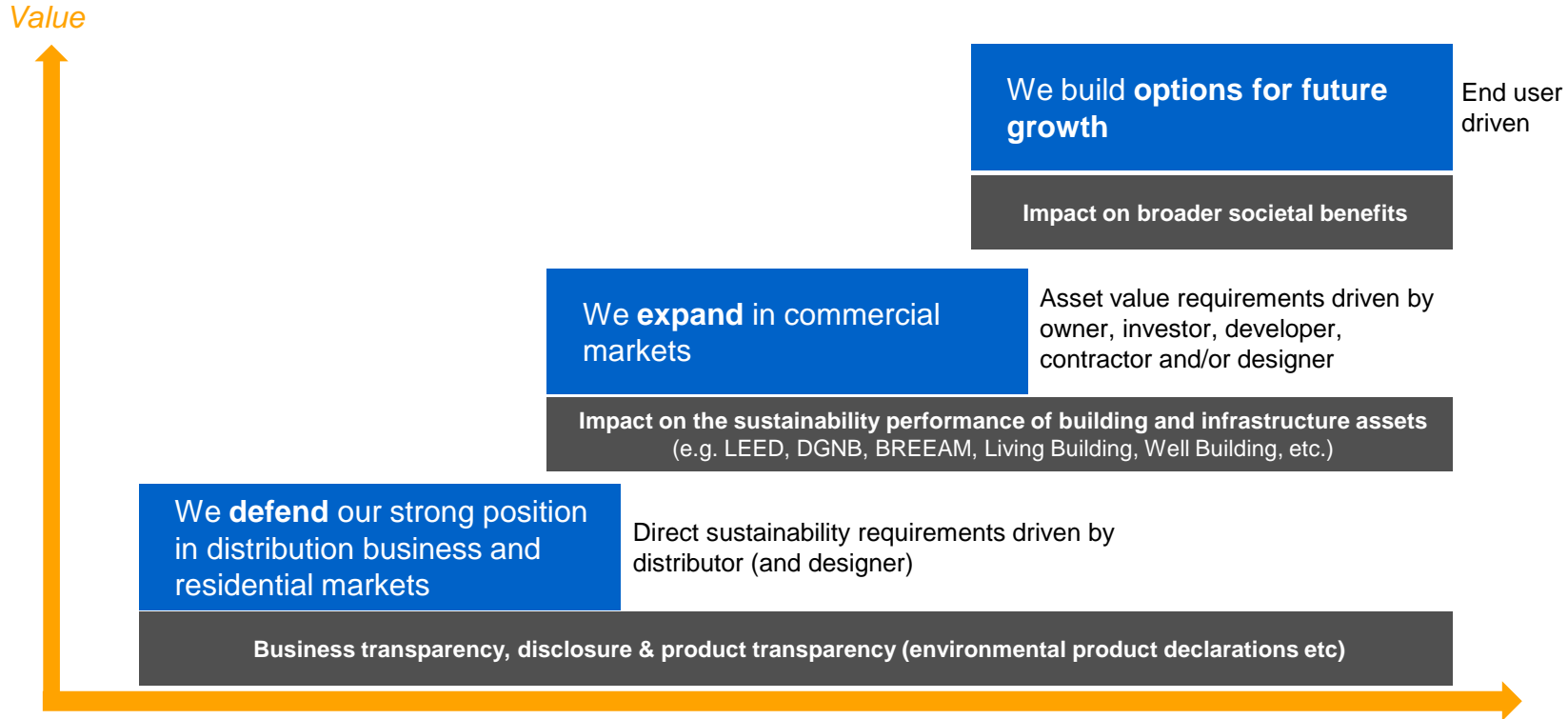


100% net zero

The industry mission for sustainability

The customer view: expectations and requirements evolve as we aspire to move to new value chain positions

CMD
2018



Contents

CMD
2018

1

Starting point and changes in business environment

2

**Uponor sustainability strategy:
focus areas**

3

Specific challenges:
circular economy and microplastics

4

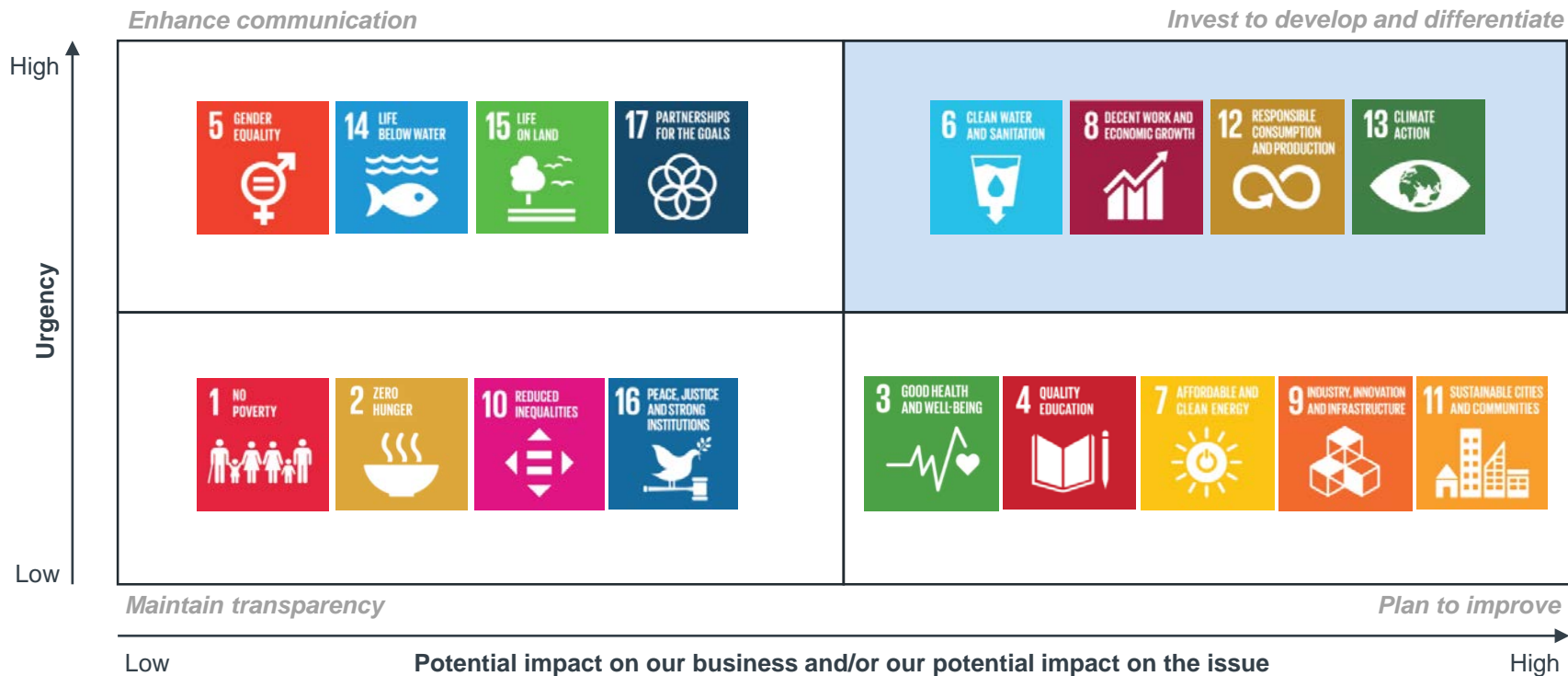
Summary



Strategic focus on the UN Sustainable Development Goals





– high impact potential on business, offer major opportunities

CMD
2018



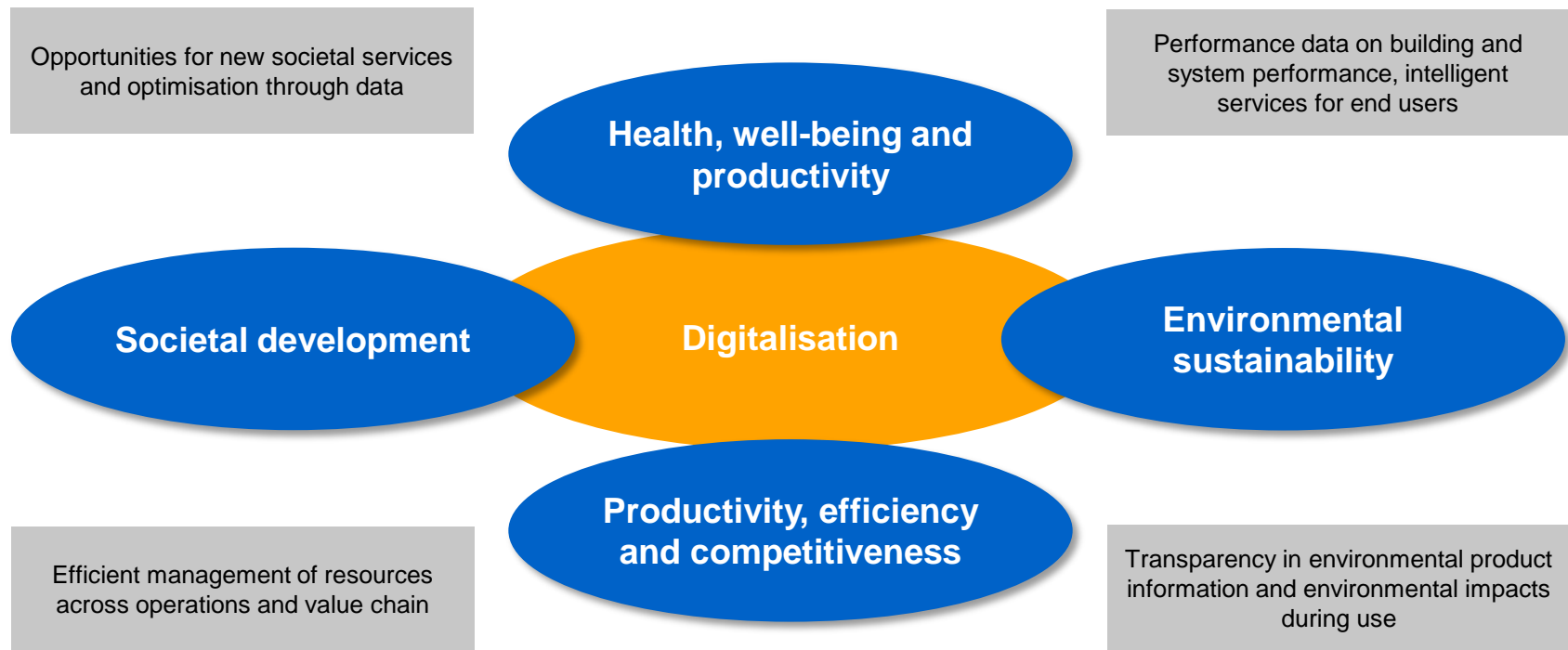
Leadership position is targeted within the four SDGs most relevant to our business

**CMD
2018**

		Basic compliance	Established	Leadership
SDG	Key business sustainability driver			
 6 CLEAN WATER AND SANITATION	Water Scarcity & Security	<ul style="list-style-type: none"> Meeting regulatory requirements & industry standards 	<ul style="list-style-type: none"> Programme & targets for improving internal water efficiency Systems and solutions avoiding waste of water 	<ul style="list-style-type: none"> Intelligent solutions to ensure water quality and efficiency Process water returned at a higher quality level than it was first obtained Partnerships to protect and restore water resources and to improve access to water
 12 RESPONSIBLE CONSUMPTION AND PRODUCTION	Move to a Circular Economy	<ul style="list-style-type: none"> Reduce waste to landfill 	<ul style="list-style-type: none"> Waste as resource to own production Design for recyclability 	<ul style="list-style-type: none"> Zero waste over product life cycle 100% verified sustainable raw materials
 13 CLIMATE ACTION	Climate Change	<ul style="list-style-type: none"> Reduced footprint Energy efficient systems & solutions 	<ul style="list-style-type: none"> Following science based targets 	<ul style="list-style-type: none"> Carbon neutral, moving to carbon positive Partnerships in decarbonisation
 8 DECENT WORK AND ECONOMIC GROWTH	Value Chain Transparency & Responsibility	<ul style="list-style-type: none"> Passive supplier screening for basic transparency 	<ul style="list-style-type: none"> Engaging with suppliers to advance their ESG topics Change our purchases accordingly 	<ul style="list-style-type: none"> Collaborating across value chain to advance ESG topics Incentivising partners to change

Digitalisation supports performance improvement and competitiveness in sustainability

**CMD
2018**



Contents

CMD
2018

1

Starting point and changes in business environment

2

Uponor sustainability strategy: focus areas

3

**Specific challenges:
circular economy and microplastics**

4

Summary

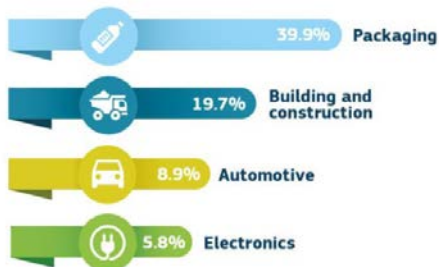


Plastics in a Circular Economy: Long life time plastic investment products have a major role to play in increasing plastic recycling and reducing plastic waste

CMD
2018

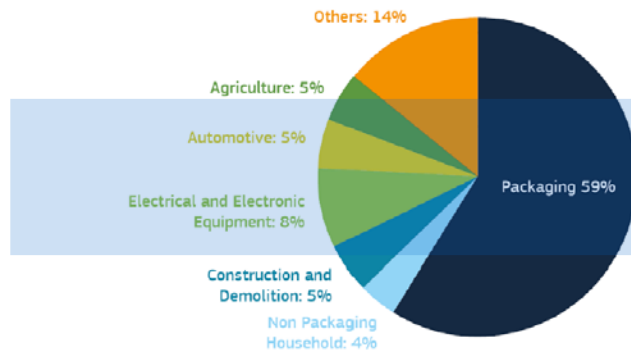
EUROPEAN PLASTICS DEMAND IN 2015

49 million tonnes



EU-28, Norway and Switzerland - Source: Plastics Europe (2016)

EU PLASTIC WASTE GENERATION IN 2015



Source: Eunomia (2017)

CO₂ BENEFITS OF PLASTICS RECYCLING

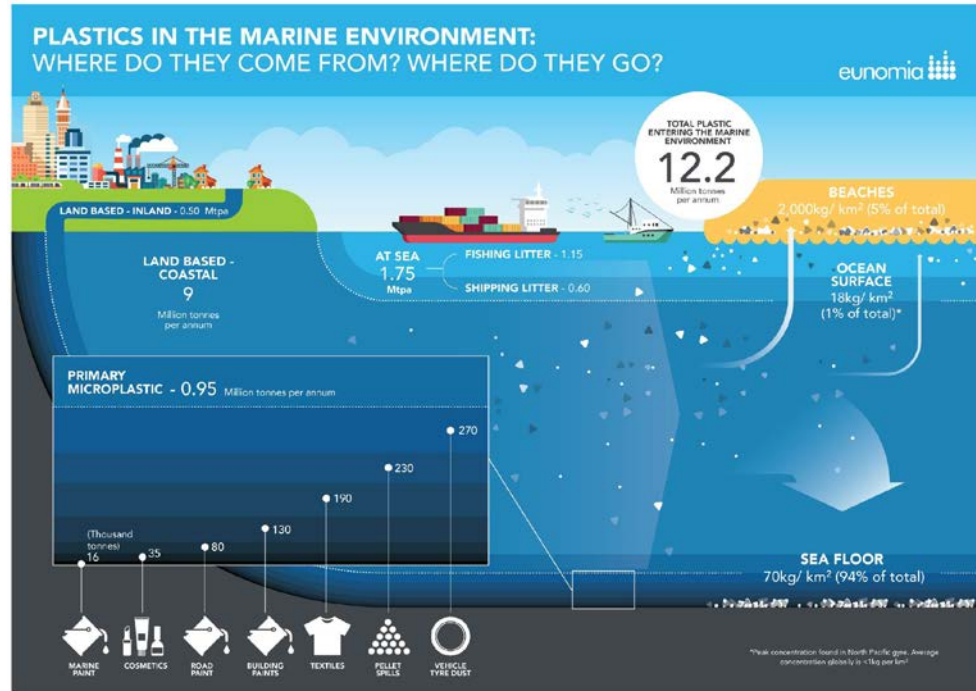


Source: A European Strategy for Plastics in a Circular Economy, European Commission; January 16, 2018

Microplastics: an environmental challenge and a business opportunity

CMD
2018

- Our industry's role as a source of microplastics is marginal; the largest sources of microplastics in the marine environment are secondary microplastics from abrasion of tyres, plastic litter, etc.
- Recycled content utilisation in plastic piping systems and other long life time products provide a sink for plastic waste and reduce the creation of secondary microplastics
- The industry is committed to minimising direct emissions of microplastics from pellet spills etc., through engagement in programmes such as Operation Cleansweep



Source: Plastics in the Marine Environment. Economia, June 2016.

Contents

CMD
2018

1

Starting point and changes in business environment

2

Uponor sustainability strategy: focus areas

3

Specific challenges: circular economy and microplastics

4

Summary



Summary

CMD
2018

- Uponor's sustainability strategy has evolved with changes in business environment and our strategic growth focus
- We are aligning our sustainability focus with customer expectations and with United Nations Sustainable Development goals:
 - *Water scarcity and security*
 - *Circular economy*
 - *Climate change*
 - *Value chain transparency and responsibility*
- Sustainability and digitalisation strategies are closely aligned to increase transparency and to identify and leverage business opportunities



uponor

BUILD ON
uponor

100 YEARS

Uponor Capital Markets Day

17 May 2018

CMD
2018

08:15	Opening The Uponor strategy President and CEO Jyri Luomakoski, Uponor Corporation	11:15	Lunch
08:45	Building Solutions – Europe: Profitable growth in Europe after the transformation programme President Jan Peter Tewes, Building Solutions – Europe	12:15	Site visit
09:15	Uponor Infra: Profitable growth in infrastructure solutions after the transformation programme President Sebastian Bondestam, Uponor Infra	13:15	Refreshments & coffee
09:45	Break & refreshments	13:45	Looking beyond: New business development and digitalisation President and CEO Jyri Luomakoski, Uponor Corporation
10:15	Building Solutions – North America: Meeting customer demand in North America President Bill Gray, Building Solutions – North America	14:00	Looking beyond: Intelligent Water & Phyn Plus Bill Gray
10:45	Sustainability – targets and ambitions for business and our own operations Ilari Aho, VP, New Business Development and CSR, Uponor Corporation	14:15	Looking beyond: Hygiene and prefabrication Jan Peter Tewes
		14:30	Q&A
		15:00	Closing President and CEO Jyri Luomakoski, Uponor Corporation



Looking beyond: New business development and digitalisation

President and CEO Jyri Luomakoski, Uponor Corporation



**CMD
2018**

Contents

CMD
2018

1 Megatrends

2 New business development opportunities

3 Examples of new business development

4 Summary



Contents

CMD
2018

1 Megatrends

2 New business development opportunities

3 Examples of new business development

4 Summary



Megatrends set the context for Uponor's new business development

CMD
2018

Megatrends affect societies fundamentally and over a long period of time



Climate change and scarcity of resources



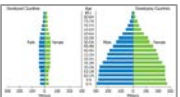
Urbanisation



Digital transformation



Shift of economic power towards emerging markets



Demographic split to aging and growing populations

...raising new opportunities to improve living environments



Intelligent plumbing and hygienic drinking water solutions. Sustainability and circular economy



Pre-fabricated solutions to enable efficient construction



Uponor pursues digitalisation within product, marketing, BIM and IT development



Market expansions in Asia and Mexico



Opportunities with assisted living housing. Solutions that bring comfort and health

Contents

CMD
2018

1 Megatrends

2 **New business development opportunities**

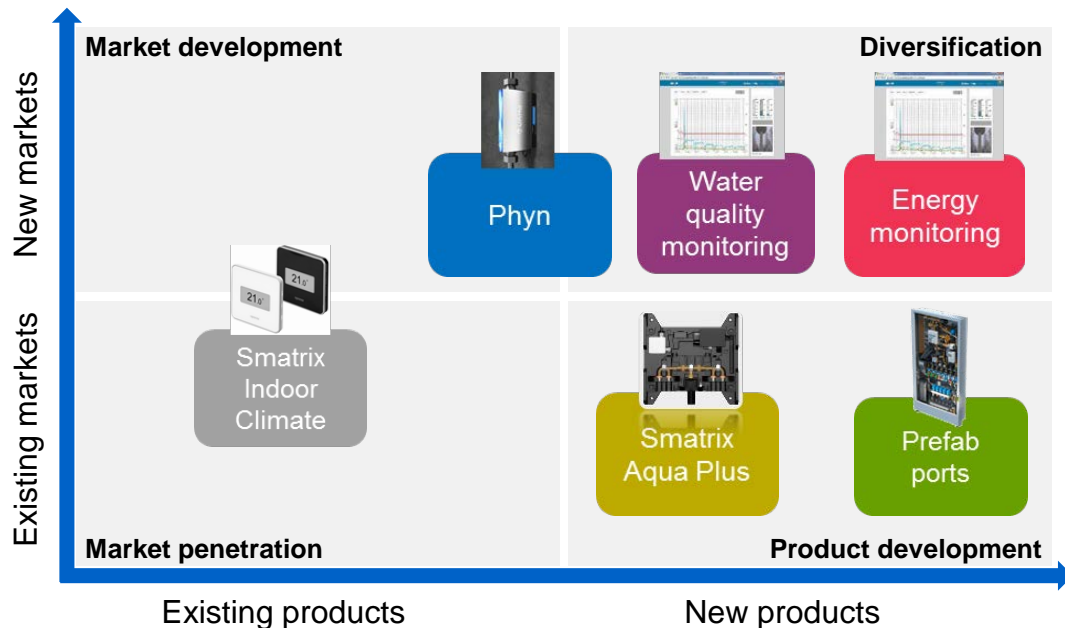
3 Examples of new business development

4 Summary



New business development combines new products, services and markets

CMD
2018



Targeting to comprise a significant part of the business

- Driven by digital offering or
- Facilitated by BIM or virtual construction

New products and services advance Uponor's strategy across the horizons

CMD
2018

Value

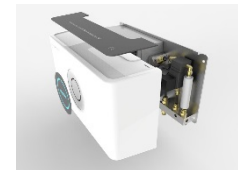
We **defend** our strong position
in distribution business and
residential markets

We **expand** in commercial
markets

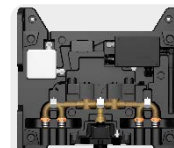
We build **options** for future
growth



Phyn



*Water quality
monitoring*



*Smatrix
Aqua PLUS*









*Prefab
ports*



*Smatrix for
Indoor
Climate*

Intelligent solutions deliver on Uponor's value proposition

CMD
2018

	 Phyn	 Energy monitoring	 Prefab ports	 Smatrix Aqua Plus	 Smatrix Indoor Climate	 Water quality monitoring	
CUSTOMER BENEFITS	Comfort	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Health	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Efficiency	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Safety	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Sustainability	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Contents

CMD
2018

1 Megatrends

2 New business development opportunities

3 **Examples of new business development**

4 Summary



Example: Water quality monitoring service starting with infrastructure customers

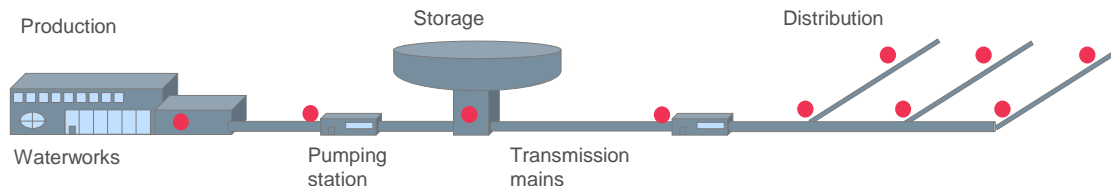
CMD
2018

Customer problem

- Water utilities lack visibility into their water networks
- Laboratory testing is time-consuming and expensive
- Identification of the source and spread is difficult in case there is a drinking water incident
- Liabilities can be significant

Uponor solution

- Real-time water network monitoring service.
- Cameras in measurement points detect microscopic particles and data is shown in an analytics dashboard



Dashboard



Devices

Example: Smatrix Aqua PLUS – Caring for your drinking water and health

CMD
2018

- Target customer**
- Planners, investors, facility managers
- Building types**
- Health & elderly homes, education, public buildings
- Key benefits**
- Ensures tap water quality at any time **independent of user behaviour**
 - Detects and communicates issues in the tap water installation
- Key features**
- Compact design
 - Ready to install and easy set up
 - Full monitoring of the tap water installation with online portal



Example: Smatrix brings comfort and energy efficiency with machine learning

CMD
2018

- Target customer**
- End-users, installers, prefab house manufacturers, smart home planners
- Building types**
- Single-family & multi-family homes for new build, renovation and upgrade of existing installations
- Key benefits**
- Improved comfort and energy efficiency
 - Easy to set-up
 - Controlled via App
- Key features**
- Open interface allows integration in home automation systems and interoperability with smart devices (e.g. voice control, lighting, security devices)
 - Simple system architecture



Example on using BIM and virtual construction to create value

CMD
2018



Product data

Uponor offers up-to-date digital product information to support customers' design, construction and maintenance efforts



Content

Digital products make it possible to simulate performance during the design phase to ensure end results are optimal.

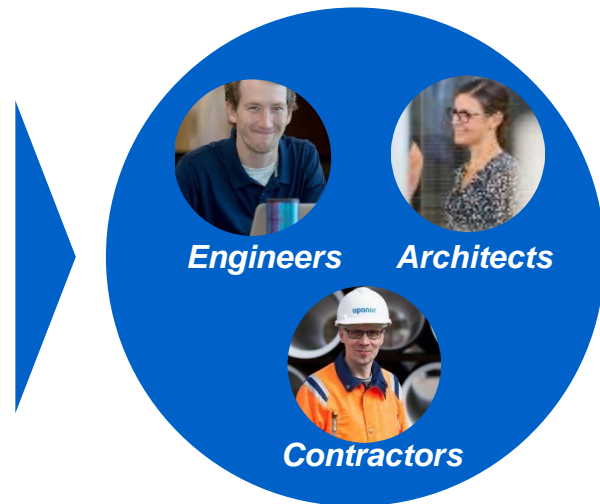
Constructible plans reduce errors in the building process and improve quality during the lifecycle.



Tools & skills

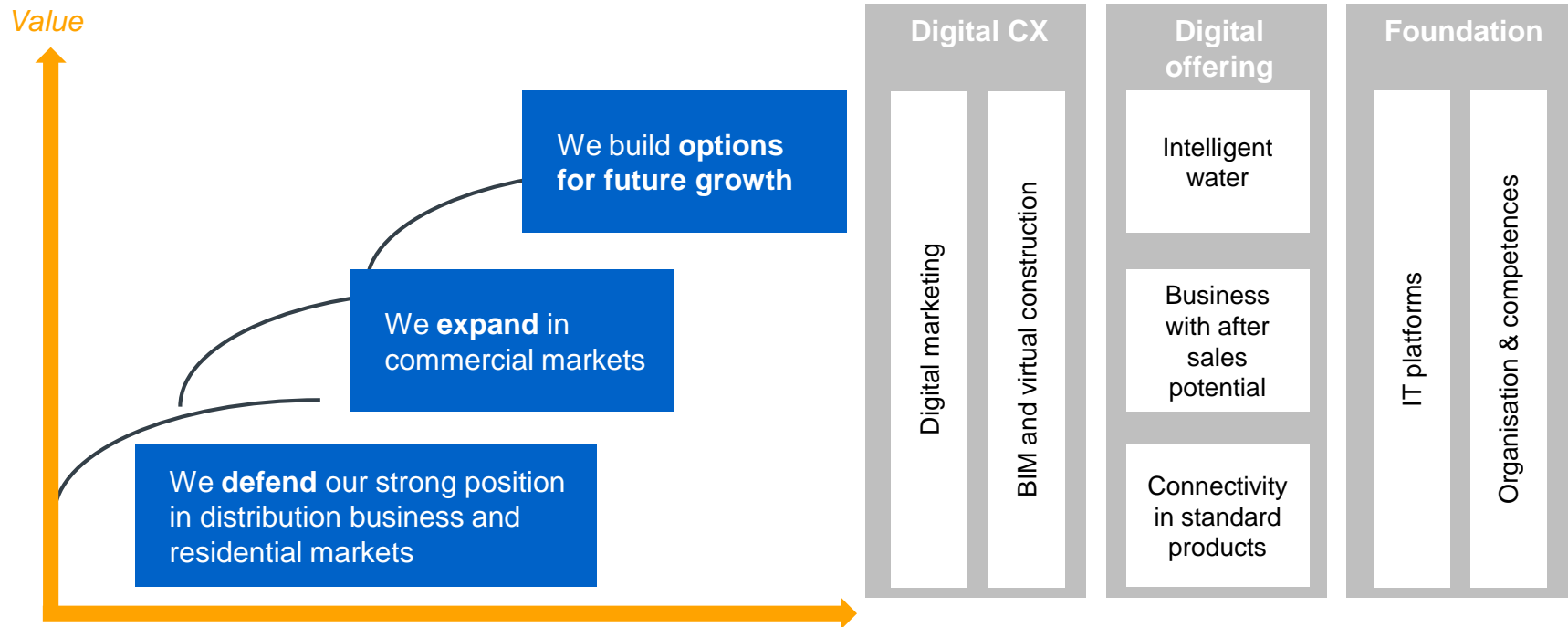
Designers are more productive by using our tailor-made, yet compatible BIM tools in their software.

Our BIM development helps customers to implement their BIM strategy and benefit from virtual construction.



Uponor's digitalisation efforts focus on customer experience and offering

CMD
2018



Contents

CMD
2018

1 Megatrends

2 New business development opportunities

3 Examples of new business development

4 Summary



Business development within megatrends

- Climate change and scarcity of resources
- Urbanisation
- Digital transformation

Introducing new products to new markets

- Diversification exposes us to new business models
- Product development to existing customers
- Targeting to comprise a significant part of the business

Delivering on Uponor's value proposition

- Efficiency and sustainability as the main benefits across the portfolio
- Health within plumbing
- Comfort within indoor climate

Digitalisation focuses on CX and offering

- Digital marketing
- BIM
- Digital offering supports each of the strategy horizons

uponor

BUILD ON
uponor

100 YEARS



Looking beyond: Intelligent Water & Phyn Plus

Bill Gray, President, Building Solutions – North America



**CMD
2018**

Contents

CMD
2018

1

What is the “Intelligence Era”...
and why does it matter?

2

What is Phyn Plus?

3

What is next in the Intelligent Water
category?

4

Summary



Contents

CMD
2018

1 What is the “Intelligence Era”...
and why does it matter?

2 What is Phyn Plus?

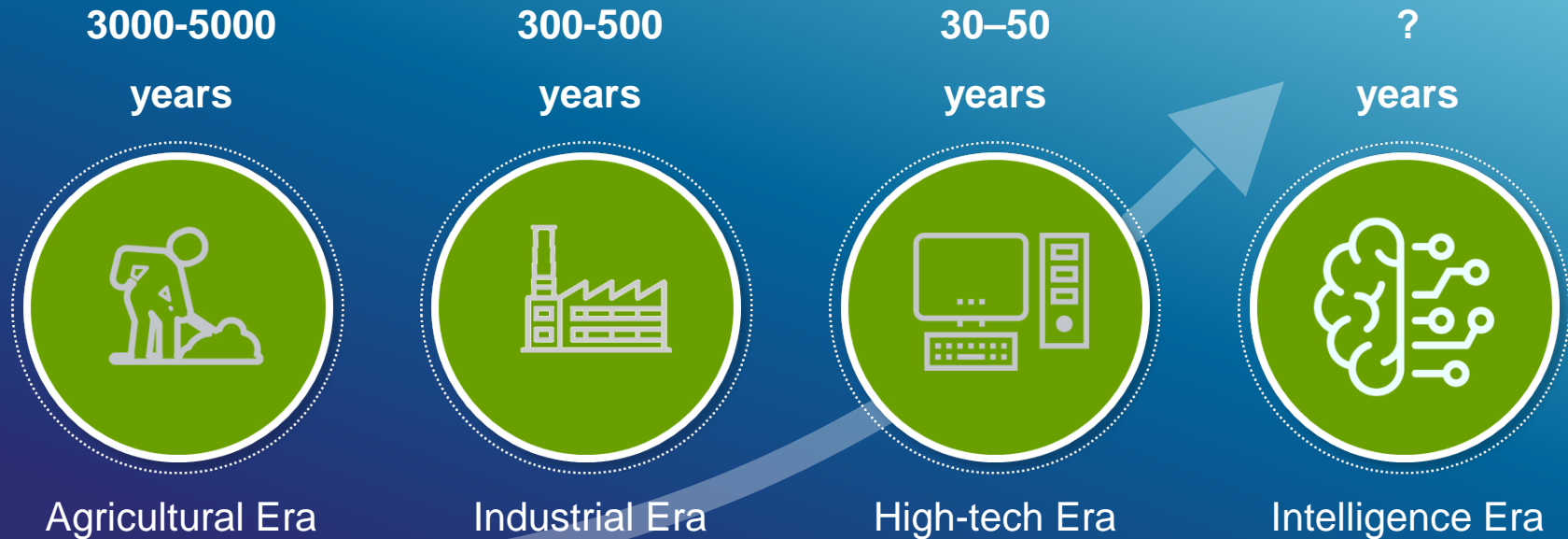
3 What is next in the Intelligent Water
category?

4 Summary



The Intelligence Era is making our relationship with water more personal, more visible

CMD
2018



Defining the Intelligent Water category

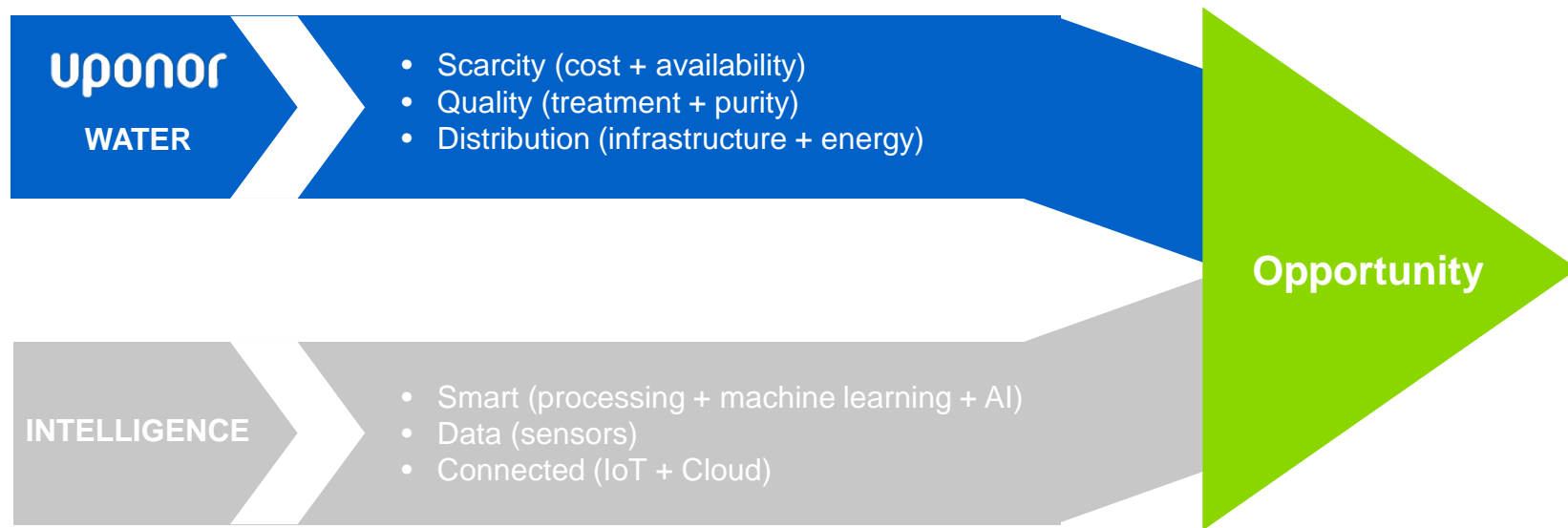
CMD
2018

Through our Intelligent Water portfolio, we empower our partners to:

- Optimise their water assets and operations
- Reduce water and energy consumption within structures and infrastructures throughout our communities
- Enhance people's living environment with water monitoring solutions that connect to a smart ecosystem
- Create data-driven decisions and quality-of-life improvements

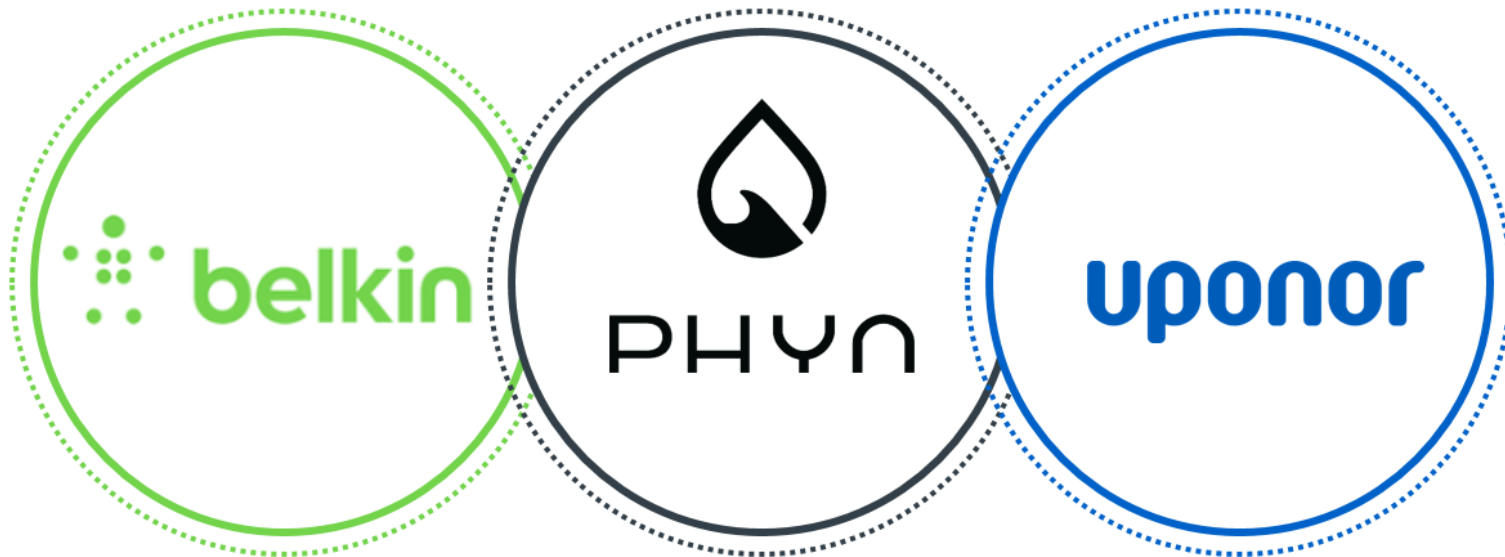
Uponor envisioned the convergence of water and intelligence

CMD
2018



Joint venture Intelligent Water innovation

CMD
2018

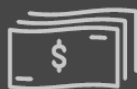


Protect: Water leaks are a significant problem

CMD
2018

\$8,861

Average
claim from
water
damage and
freezing



1 in 50

Insured
homes with
a water
damage
claim each
year



37%

U.S.
homeowners
that have
suffered
water
damage



#2

Water
damage is
second most
common
claim after
wind/hail



45%

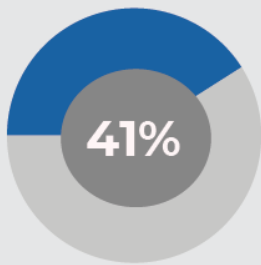
Homeowners'
insurance
losses caused
by water
damage in
2015



Source: Insurance Information Institute

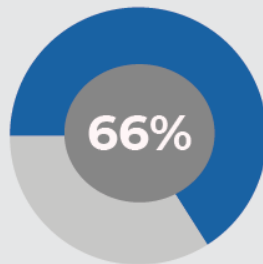
Conserve: Water scarcity is real

CMD
2018



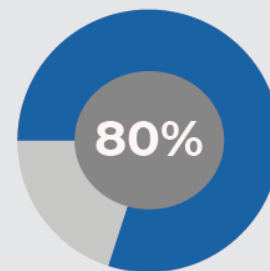
Rise in water costs in the U.S. since 2010

Source: 2015 Circle of Blue Study



Americans who believe access to clean water is an issue

Source: 2017 Nestle Waters North America Study



Water utility managers who expect water shortage in 10 years

Source: U.S. Gov't Accountability Office

1 TRILLION { gallons of water wasted in North America each year

Source: epa.gov/watersense

Enhance: Demand for smart devices is growing

CMD
2018

5
MILLION

Projected number
of **smart water
leak detectors** sold
in U.S. by **2020**

>40%

of homeowners
with broadband
say...

...a **smart
water leak
detection**
device
would be
**highly
appealing**

\$220M

**Projected
revenue** of
smart water
leak detectors
in U.S. by **2020**

Source: 2017 Park Associates Study

Contents

CMD
2018

1

What is the “Intelligence Era”...
and why does it matter?

2

What is Phyn Plus?

3

What is next in the Intelligent Water
category?

4

Summary



Phyn Plus

Smart water assistant + shutoff

CMD
2018



Monitors leaks anywhere in the home from a single location on the main water line



Automatically turns off water in a catastrophic leak, protecting from costly damage



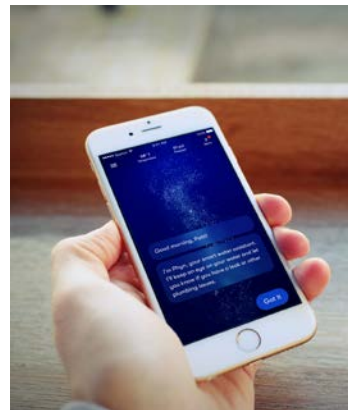
Real-time **mobile notifications** allows homeowners to **remotely turn off water** using the Phyn Plus **app**



Daily system checks inform of smaller leaks and issues before they become larger problems



Installed by **Uponor Pro Squad**, an authorized, expertly trained network of plumbers



Initial focus markets

CMD
2018

Top 30 target MSAs

New York
Baltimore
Washington D.C.
Philadelphia
Chicago
Atlanta
Orlando
Tampa/Sarasota
Fort Lauderdale
Miami
Houston
Dallas/Fort Worth
San Antonio
Denver
Phoenix
Las Vegas
Sacramento
Oakland
San Francisco
San Jose
Fresno
Los Angeles + Surrounding Areas

San Diego
Salt Lake City
Seattle/Tacoma
Minneapolis
Toronto



Priority factors

- Population
- Leaks + aggressive water
- Water usage vs. supply
- Luxury + 2nd homes

Initial residential market focus

CMD
2018

Homeowners with problems



Annual market size:

1.4 million existing homes (U.S. only)

Luxury homes >\$1M



Market size:

~2.0 million existing homes
(top 10 U.S. markets = ~1.5M)

New construction homes



Annual market size:

1 million existing homes (U.S. only)

Vacation or second homes



Total market size:

3.6 million existing homes (U.S. only)

Note: statistics based only on annual leak insurance claims

Uponor Pro Squad

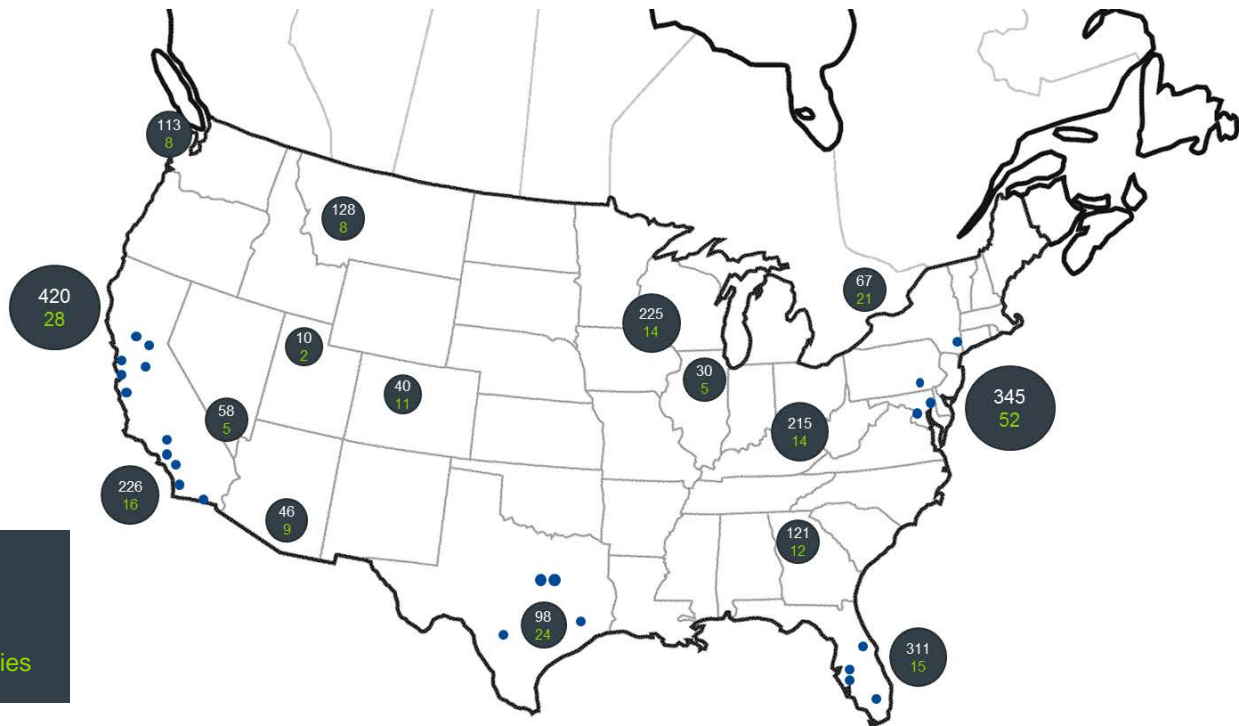
Unique go-to-market strategy

CMD
2018



Nationwide network of authorized, trained plumbers to promote, sell, install and service Phyn Plus

**CMD
2018**



Green Numbers > Plumbing Companies

Contents

CMD
2018

1

What is the “Intelligence Era”...
and why does it matter?

2

What is Phyn Plus?

3

**What is next in the Intelligent Water
category?**

4

Summary



What's next for Intelligent Water at Uponor?

CMD
2018

Immediately

- Continue focus in the Single Family/Residential market segment
- Build a solid foundation of Uponor Pro Squad members; continue training, selling, servicing units
- Prove we can successfully play in this space

Longer-term

- European Phyn Plus launch
- Integration with other smart systems
- Conduct a market assessment to fully develop a IW strategy/roadmap for the future
- Study opportunities beyond Single Family/Residential (Multi-Family, Commercial, Municipalities, etc.)
- Leverage insights? Water quality? Reclamation? New partnerships?



Contents

CMD
2018

1

What is the “Intelligence Era”...
and why does it matter?

2

What is Phyn Plus?

3

What is next in the Intelligent Water
category?

4

Summary



Summary

CMD
2018

- 1 Intelligence era providing new opportunities for expansion and growth; Uponor uniquely positioned at the convergence of water and intelligent technology
- 2 Joint venture is a “hand-in-glove” partnership with Uponor - the leader in water and energy solutions provider and Belkin - the expert in smart, connected technology
- 3 Phyn Plus smart water assistant + shutoff monitors water from a single location in the home; automatically turns off water due to a catastrophic leak; provides real-time mobile notifications; allows homeowners to remotely turn off water; provides daily system checks; sold, installed and serviced by the Uponor Pro Squad network of authorized plumbers
- 4 What is next for Intelligent Water? European launch; Integration with other smart systems; market assessment to fully develop a IW strategy/roadmap; determine opportunities beyond residential; leverage insights; new partnerships and more

Industry reaction

CMD
2018

- Estimated 568M impressions (audience)
- Ad equivalency \$1.06M (est. cost if coverage was purchased)
- 5 best of CES honors

U **Uponor North America** added 3 new photos — with Marlena Pahlman
January 9 at 3:45pm
Richard Trethewey, plumbing and heating expert with This Old House stopped by the Uponor booth to check out the new Phyn Plus at The International Builders' Show (IBS).

This Old House

USA TODAY

HGTV

diy
network

Contracting
Business.

DIGITAL TRENDS

appleinsider

PM
PLUMBING & MECHANICAL

CONTRACTOR.

U **Uponor North America** @uponor · Jan 11
DIY Network interviewed Uponor's Cassie Schmid at @IntlBldgShow (IBS) about the new Phyn Plus smart water assistant + shutoff. The episode will air in June.
#IBSOrlando #Uponor100 #WeMeanProgress



2 12

Phyn Retweeted
TechAeris @techaeris · Jan 13
From televisions to smart-tinting glass, this is the Best of #CES2018
techaeris.com/2018/01/13/bes... @SamsungUS @lenovo @Dell @HP
@my_guardzilla @Kinestral @phyn #bestofCES



2 5



uponor

BUILD ON
uponor

100 YEARS

Looking beyond: Hygiene and prefabrication

Jan Peter Tewes, President, Uponor Building Solutions – Europe



**CMD
2018**

Prefab = Industrialisation of the construction process – clear benefits:

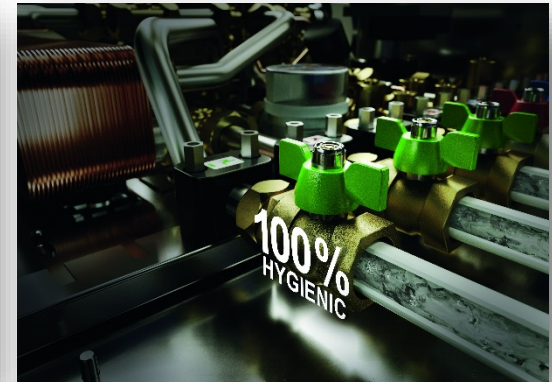
CMD
2018



- Ports are individually developed & prefabricated
- Clean off-site production vs. on-site assembly



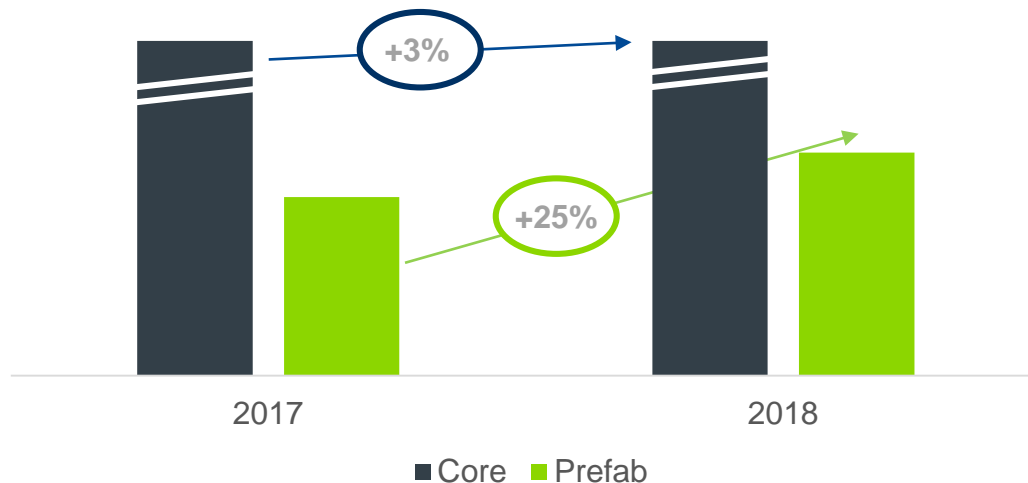
- Significant energy savings in distribution pipes (2-pipe network instead of 4)
- Lower operating temperatures



- Decentralised domestic hot water generation on demand
- Higher overall water exchange rate
- Higher water exchange rate in the cold water riser

Prefab to boost overall top line growth in Building Solutions – Europe



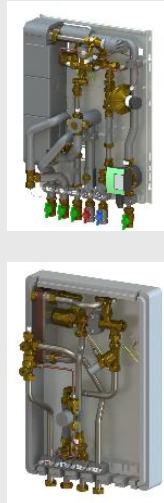

CMD
2018



- **Core:** Standard business sold as individual components in distribution or projects
- **Prefab:** Pre-assembled components sold into projects

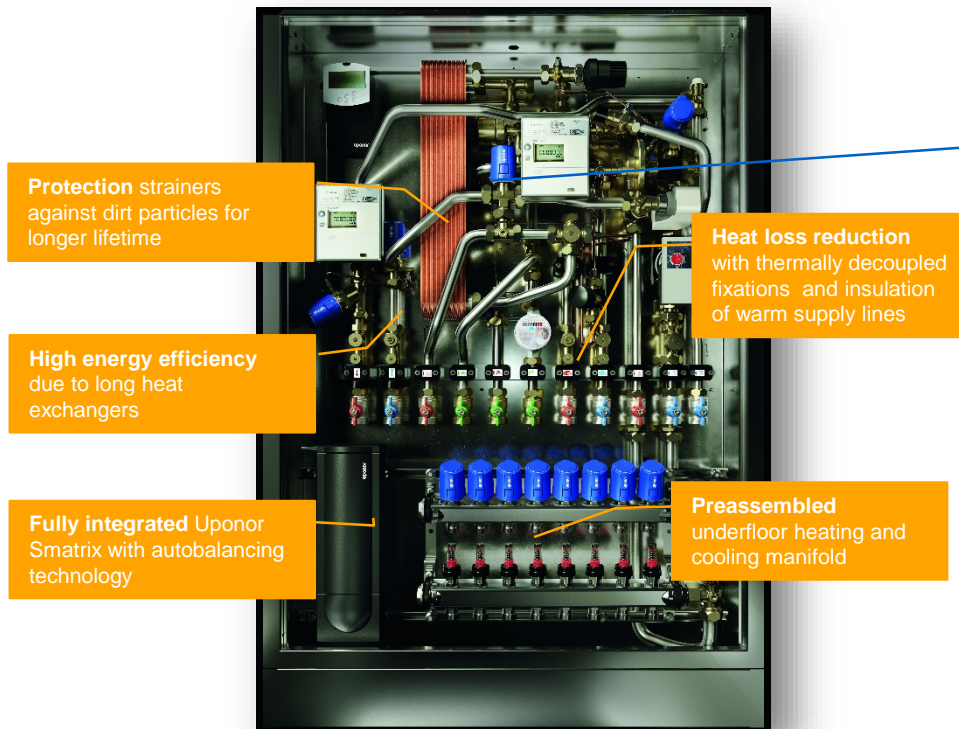
Uponor Prefab has a broad portfolio

CMD
2018

Complexity 						
Level 1	Level 2				Level 3	
Comfort Port KaMo/Ehingen	Ready Port R2i/Västerås	Aqua Port Delta/Celle	Combi Port Delta/Celle	Aqua Port C. Delta/Celle	Reno Port CEFO/Tuusula	Riser Port CEFO/Tuusula
Fully assembled radiant heating manifolds	Fully assembled plumbing and heating manifolds in a watertight cabinet	Decentralised heat interface units for domestic hot water	Decentralised heat interface units for domestic hot water and radiant heating	Central domestic hot water stations	Prefabricated modules with integrated toilet, plumbing and wastewater connections	Fully prefabricated technical walls
						

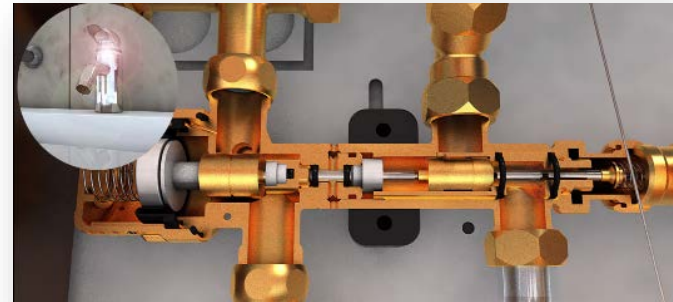
Differentiation versus competition – example Uponor Combi Port

CMD
2018



High sensitive PM Valve* with patent-protected sealing technology:

- Stable domestic hot water temperatures
- Quick reaction
- Special coating and the sealing technology guarantee **long lifetime**



* Proportional quantity control valve

Uponor's hygiene solutions are based on the core principles of prevention

CMD
2018

Uponor Hygiene Logic

- Uponor loop installations keep the water flowing
- No storing of hot water thanks to Uponor's heat interface units
- Permanent monitoring and regulation of the entire drinking water installation



Planning



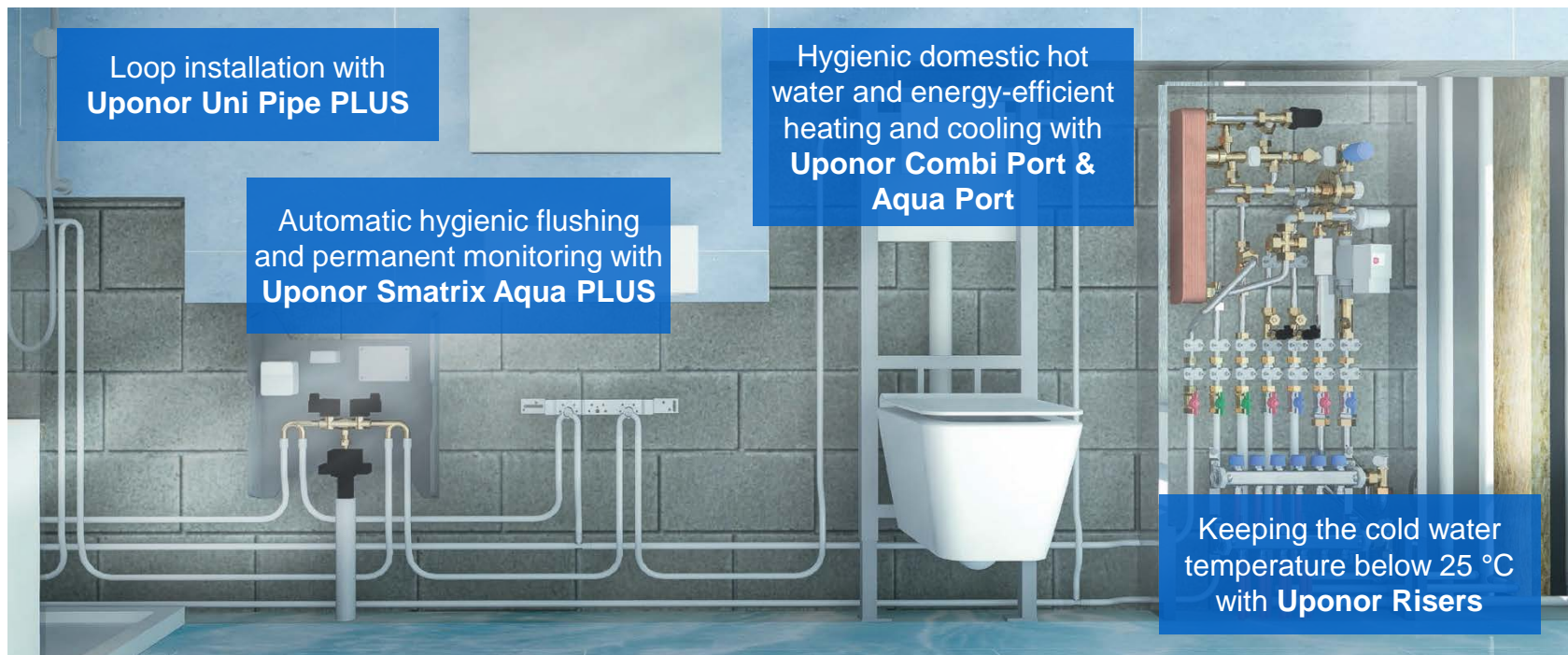
Installation



Monitoring

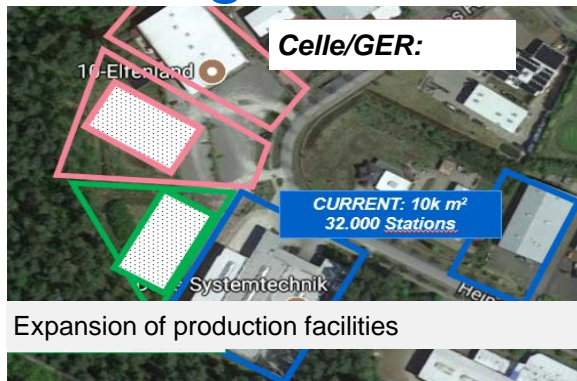
Combi and Aqua Ports are therefore key to Uponor's hygiene offering

**CMD
2018**

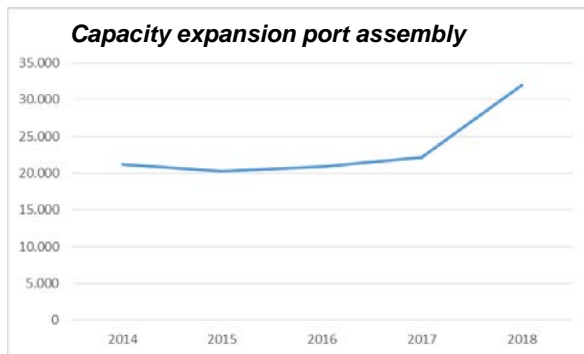


Infrastructure and capacity increased for doubling sales over the next 3 years

**CMD
2018**



Expansion of production facilities



Ehingaen/GER:

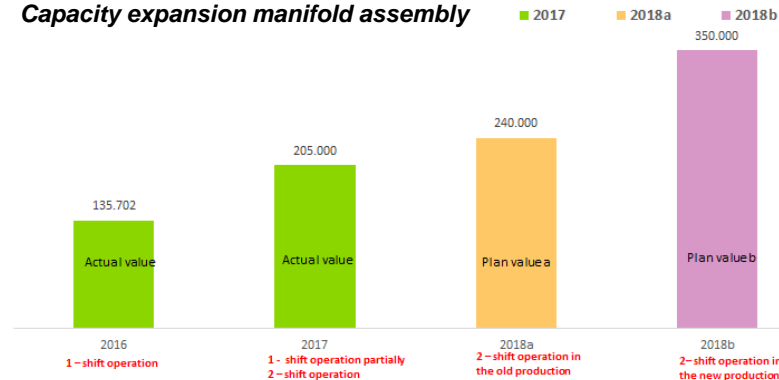


Expansion of production facilities



New machines

Capacity expansion manifold assembly



Recent international projects won

**CMD
2018**



Project Sluseholmen, Denmark

- 406 Port Base
- Underfloor heating and tap water
- 170,000 m 16 mm PE-RT pipe
- Net value: 350,000 €
- Delivery 2018-2019



Project Belle Vie Tivoli, Ljubljana, Slovenia

- 195 apartments with Combi Ports
- Underfloor heating 20,000 m of 16 mm PEX
- Net value: 180,000 euro
- Delivery 2018

uponor

BUILD ON
uponor

100
YEARS



uponor

Q&A

Closing

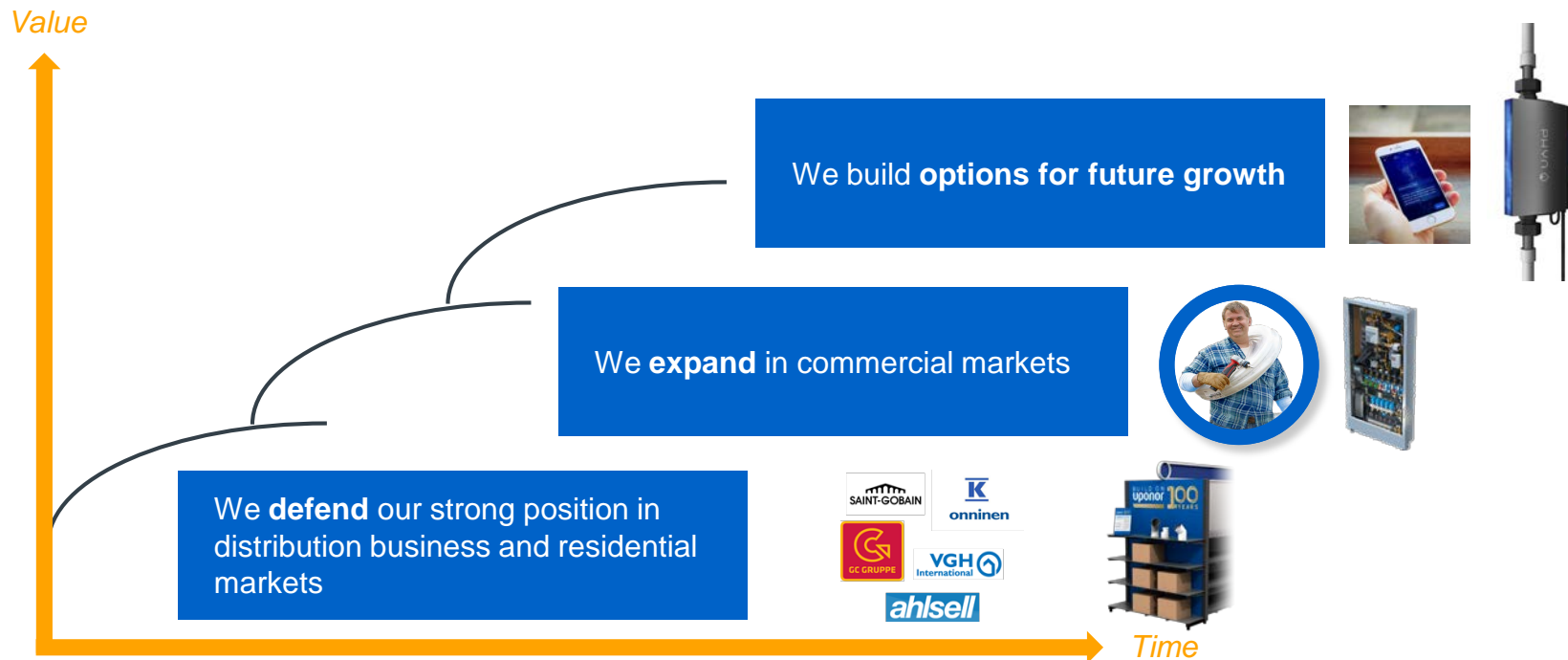
President and CEO Jyri Luomakoski, Uponor Corporation



CMD
2018

Uponor is on track with strategy execution

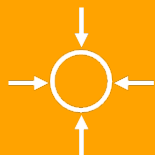
CMD
2018



Opportunities presented by the market are continuously monitored and acted on

CMD
2018

Economy & industry



- Overall economic sentiment and construction output
- Tightening regulation
- Lack of skilled plumbers and increasing need for efficiency in construction



- Capacity expansions
- Continuous investment in sustainability and hygiene development
- Scaling up Uponor's offsite construction business

uponor



- Speed of execution in our strategic focus areas
- Profitability within the business portfolio



- Resource reallocations, use of strategic M&A
- Drive further focus and efficiency

uponor

BUILD ON
uponor

100 YEARS