



# Tikkurila Analyst Day 2015

## Strategy update

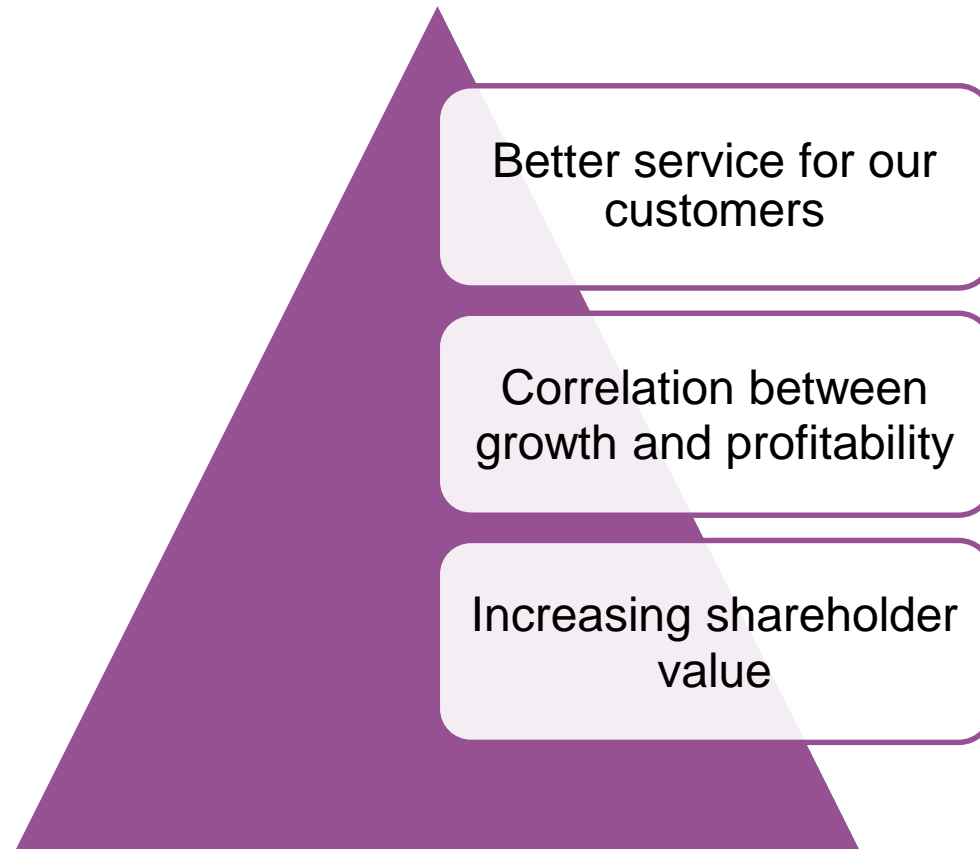
Erkki Järvinen, President and CEO

August 25, 2015



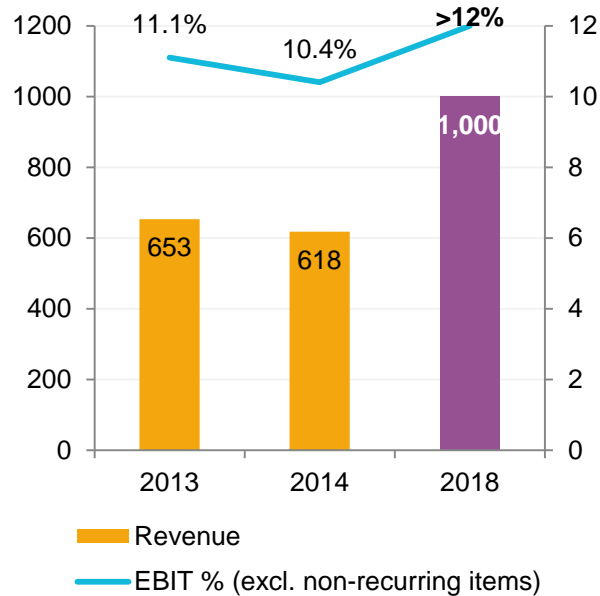
# Going for growth 2013–2018

## Growth rationale



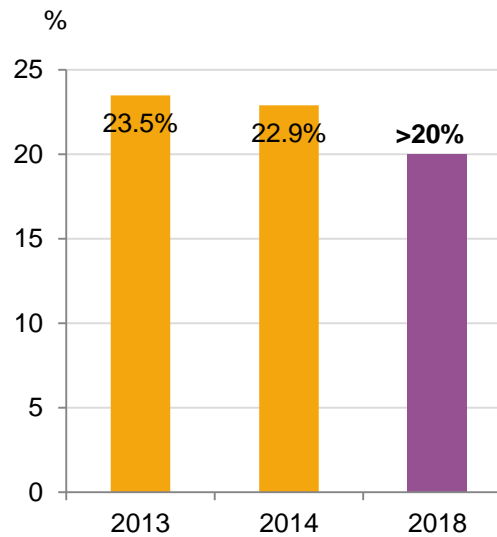
# Financial targets for 2018

Revenue and operative EBIT %



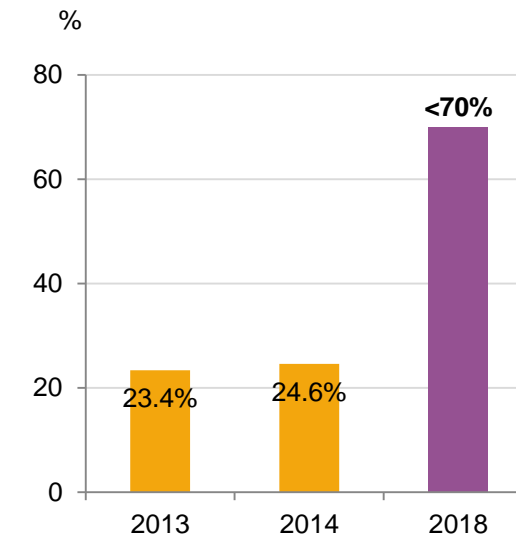
- Revenue of EUR 1 billion
- Operative EBIT >12%

ROCE



- Operative return on capital employed (ROCE) >20%

Gearing



- Gearing <70%



# We are aiming at profitable growth

## Enablers of growth

- Commercial excellence
  - Strong brands with high customer loyalty
  - Leading market positions
  - Good distribution coverage
- Other
  - Strong balance sheet
  - Restructuring for growth

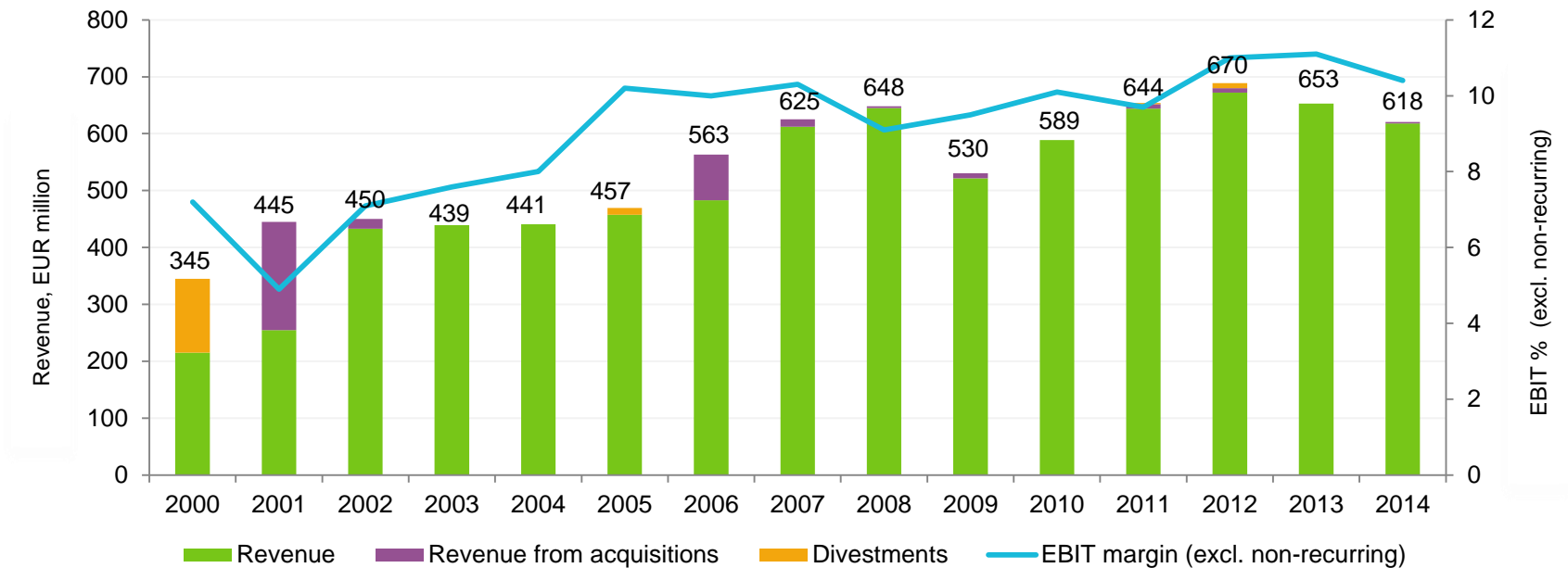
## Accelerating growth

- Functional coatings
- New technologies
- Partnerships and cooperation
- Export
- Utilizing fully our challenger position
- Professional and industrial business
- Services
- New distribution channels
- M&A

# Long term financial development

## Development of sales and profitability 2000–2014

Major acquisitions and divestments			
Sale of tinting business in 2000 (Revenue ~MEUR 130)	Acquisition of Alcro-Beckers in 2001 (Revenue ~MEUR 190)	Acquisition of Kraski Tekes in 2006 (Revenue ~MEUR 80)	Acquisition of Zorka Color in 2011 (Revenue ~MEUR 16)





# Q&A