The Robit logo is displayed in a large, bold, blue sans-serif font. The letter 'i' in 'Robit' has a horizontal bar above it, resembling a bar over the letter. The logo is centered in the upper half of the image, set against a background of a blue sky with wispy white clouds.

**Robit**

The text 'CAPITAL MARKETS DAY 2021' is written in a large, bold, white sans-serif font. It is centered horizontally and positioned within a dark blue horizontal band that spans the width of the image. The background of the entire slide is a scenic landscape featuring a rocky cliffside with a dense forest of trees in shades of green and yellow, under a blue sky with light clouds. A body of water is visible at the bottom of the frame.

**CAPITAL MARKETS DAY 2021**

**23 September 2021**



# SPEAKERS FOR TODAY



**Daniel Palander**  
Host



**Tommi Lehtonen**  
Group CEO



**Arto Halonen**  
Group CFO



**George  
Apostolopoulos**  
VP Global Sales



**Ville Pohja**  
VP Geotechnical

# AGENDA FOR TODAY

## Strategy for sustainable growth

Tommi Lehtonen, Group CEO

## ESG in practice

Arto Halonen, Group CFO

## Partner for mining

George Apostolopoulos, VP Global Sales

## Geotechnical business – solutions for urbanization

Ville Pohja, VP Geotechnical

## Towards best-in-class service level

Arto Halonen, Group CFO

## Plan in numbers

Arto Halonen, Group CFO

## Way forward

Tommi Lehtonen, Group CEO

## Break

## Q&A session

## Q&A INFORMATION

- Onsite participants may ask questions verbally after each presentation or during the Q&A session by raising their hand.
- Online participants may ask questions via chat service on the event page throughout the event. All the questions will be answered either after each presentation or in the Q&A session.
- Online participants may also ask questions verbally via phone conference during the Q&A session.

## CONFERENCE CALL DETAILS

Finland: +358 9 8171 0310

Sweden: +46 856 642 651

United Kingdom Toll: +44 333 300 0804

United States Toll: +1 631 913 1422

Access code: 14326546#

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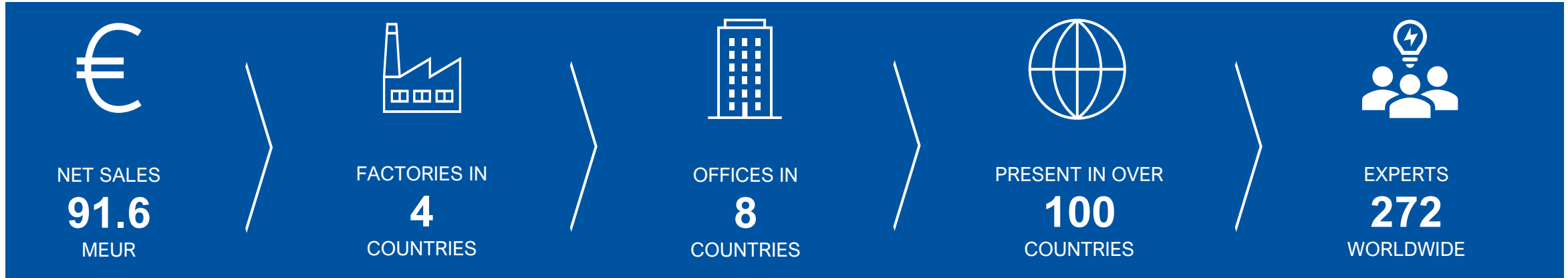
# Robit

## STRATEGY FOR SUSTAINABLE GROWTH

Tommi Lehtonen, Group CEO



# ROBIT IN BRIEF



- ROBIT IS FOCUSING ON **DRILLING CONSUMABLES ONLY** (OPEX) IN GLOBAL MARKET
- **TOTAL MARKET** OF TOP HAMMER AND DTH PRODUCTS IS **APPROX. 2 BEUR** (EXCL. CHINA AND INDIA)
- ROBIT'S **MARKET SHARE** IS **APPROX. 5 PERCENT**

## MARKET SEGMENTS



**UNDERGROUND &  
SURFACE MINING**



**CONSTRUCTION**



**GEOTECHNICAL**

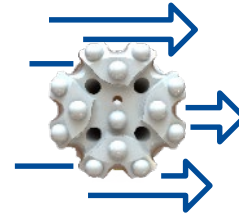


**WELL DRILLING**

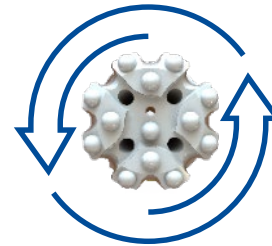


# Robit

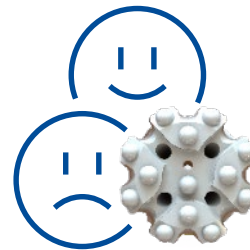
FURTHER. FASTER.



**WE SERVE  
WITH SPEED**



**WE DRIVE  
CHANGE**

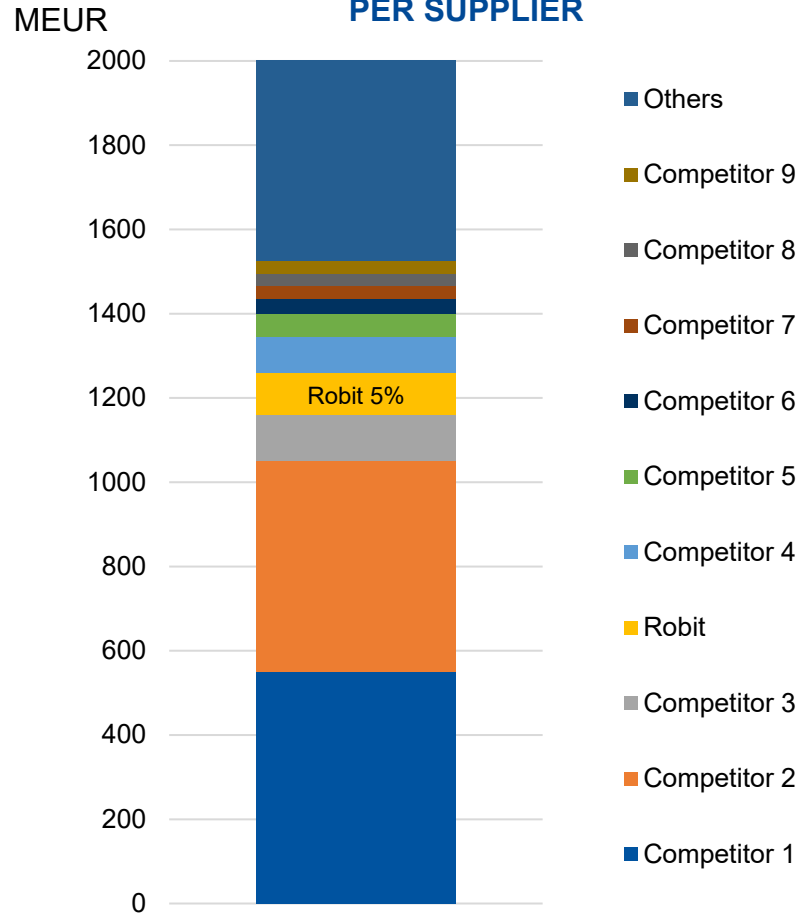


**WE RESPECT  
EVERYONE**



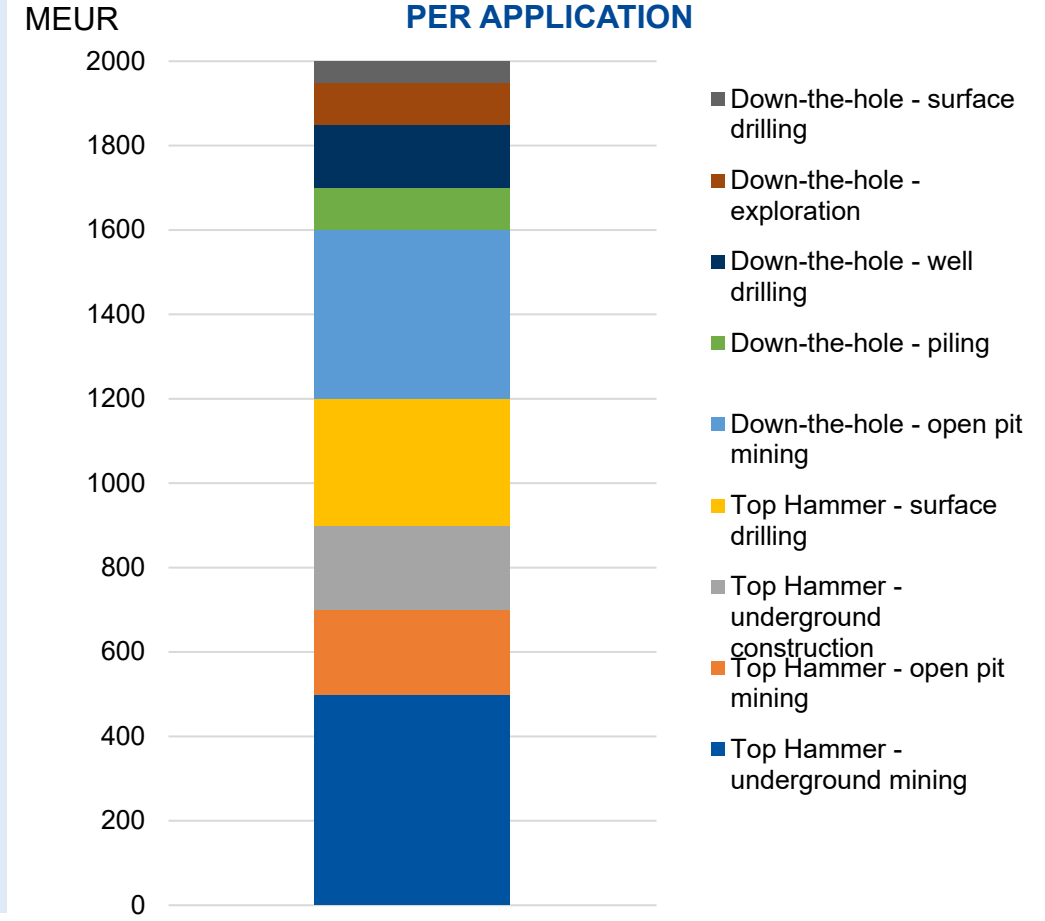
# WE KNOW WHERE THE POTENTIAL IS

ESTIMATED MARKET SHARE PER SUPPLIER



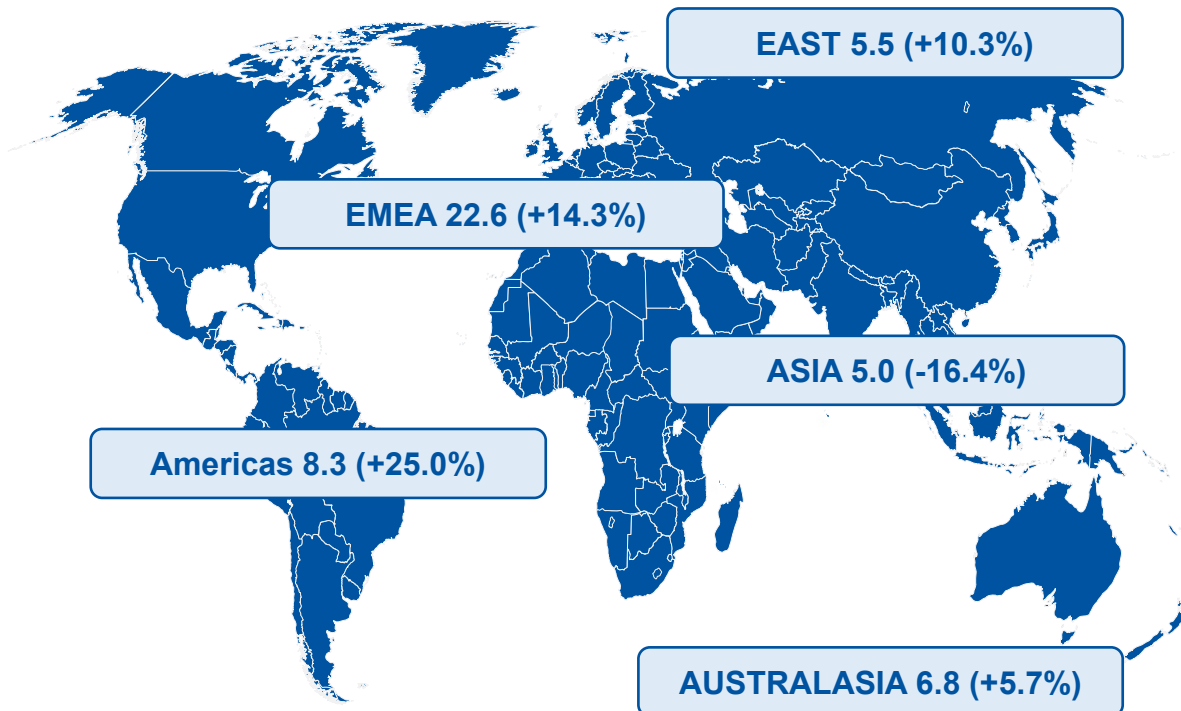
- Addressable market potential 2 BEUR
- Mining 60%, construction 40% of the potential
- Addressable market growing 3-5% per year
- Mining demand stable
- Construction is a local business with urbanization as a global trend

MARKET POTENTIAL PER APPLICATION

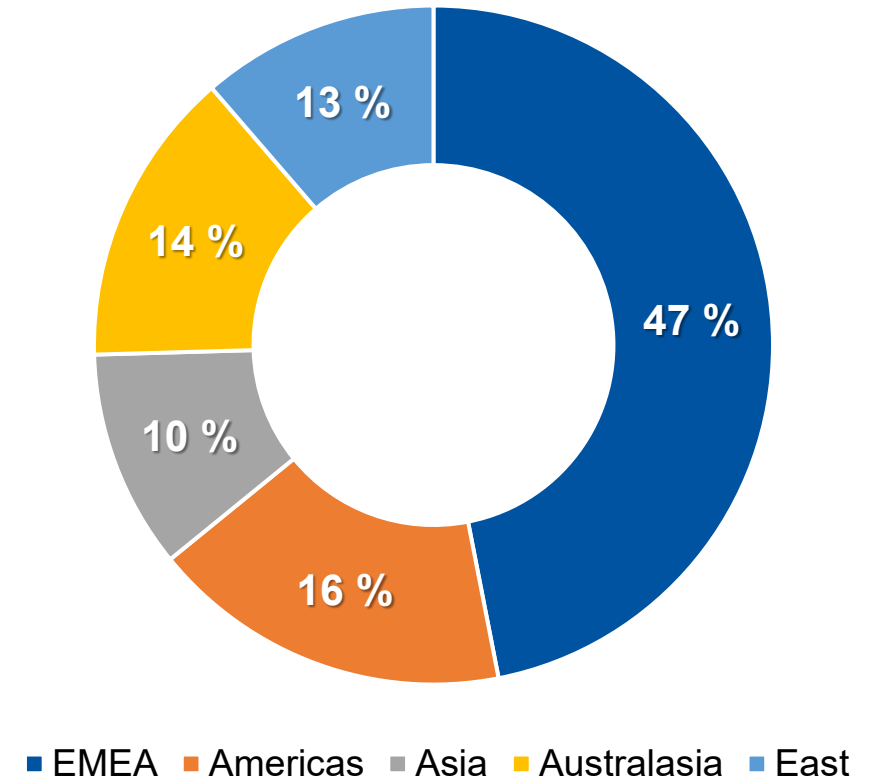


# STRONG NET SALES DEVELOPMENT IN AMERICAS

NET SALES BY REGION H1 2021 (MEUR)



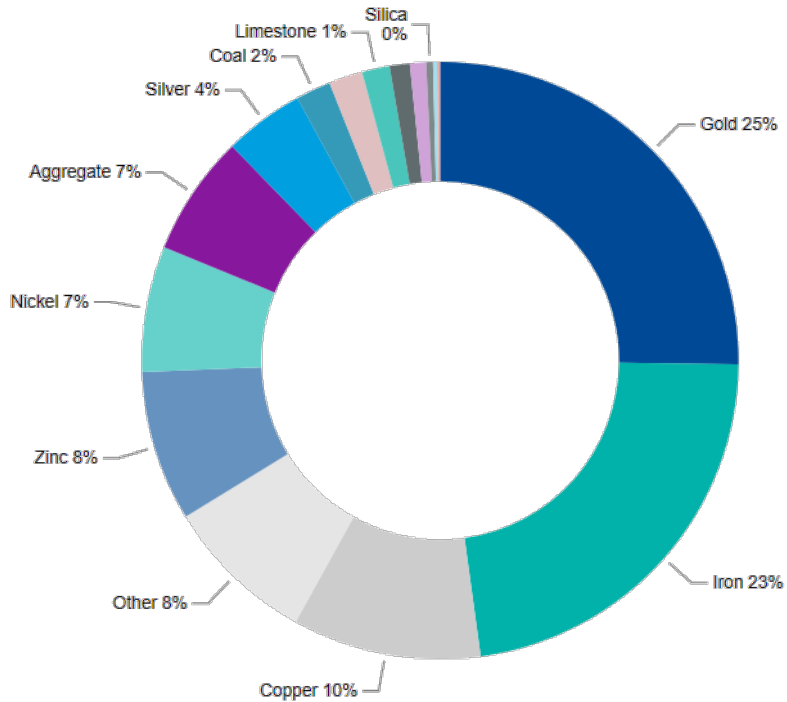
NET SALES SHARE H1 2021





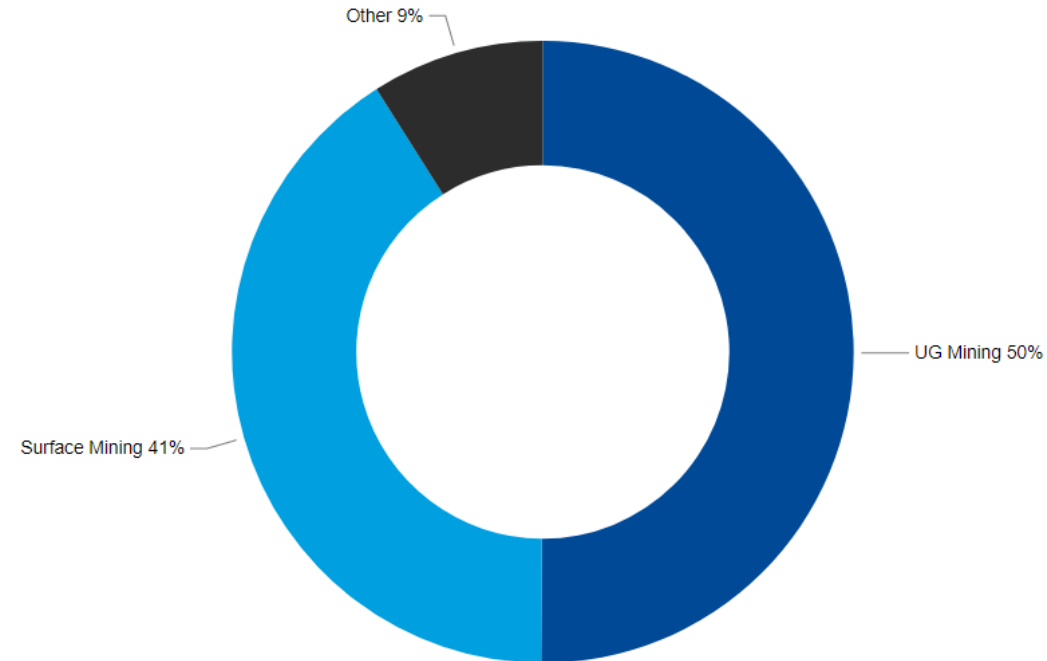
# STRONG GROWTH IN MINING

Robit Annual Sales Exposure by Main Mineral

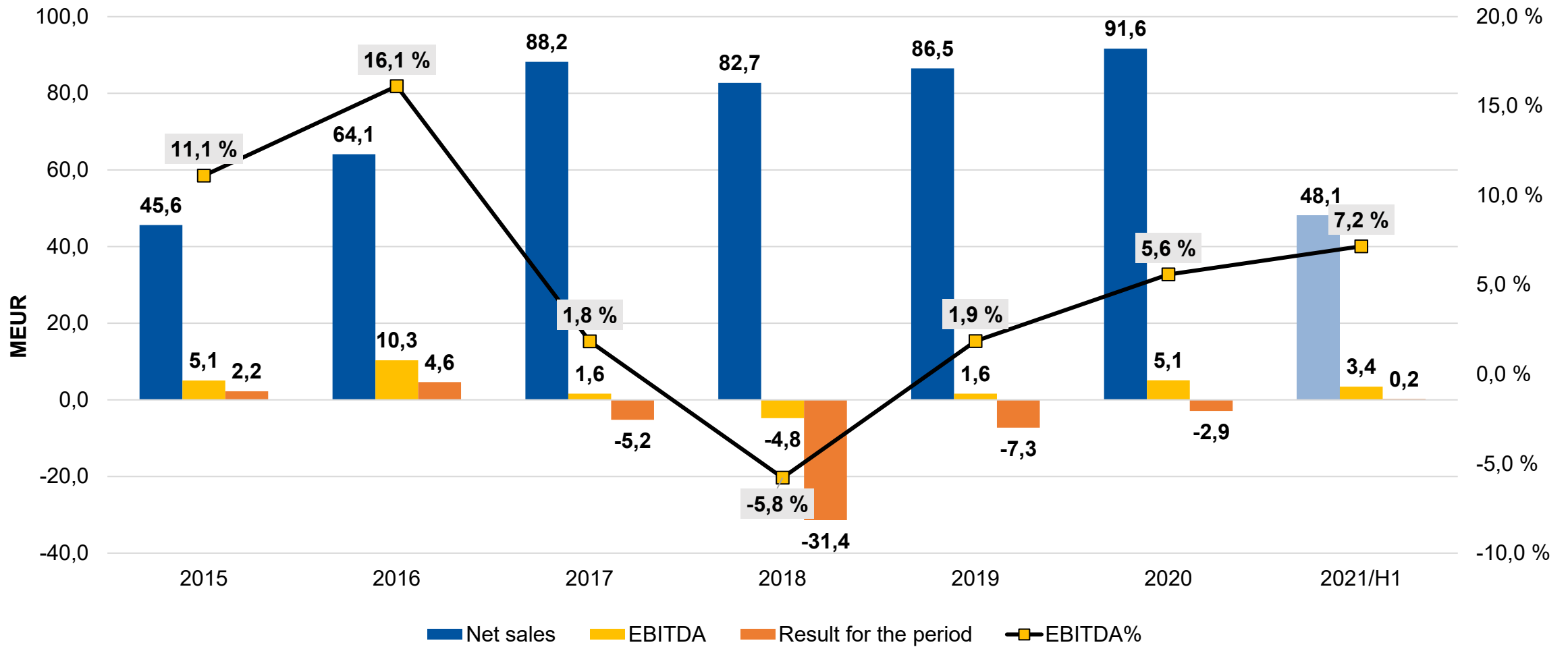


- Growth fastest in mining – 60% of business
- Strong track record in fastest growing mining segment – underground mining
- Strong in piling, growing in geothermal well drilling
- construction 40% of business

Robit Annual Sales Exposure by Application

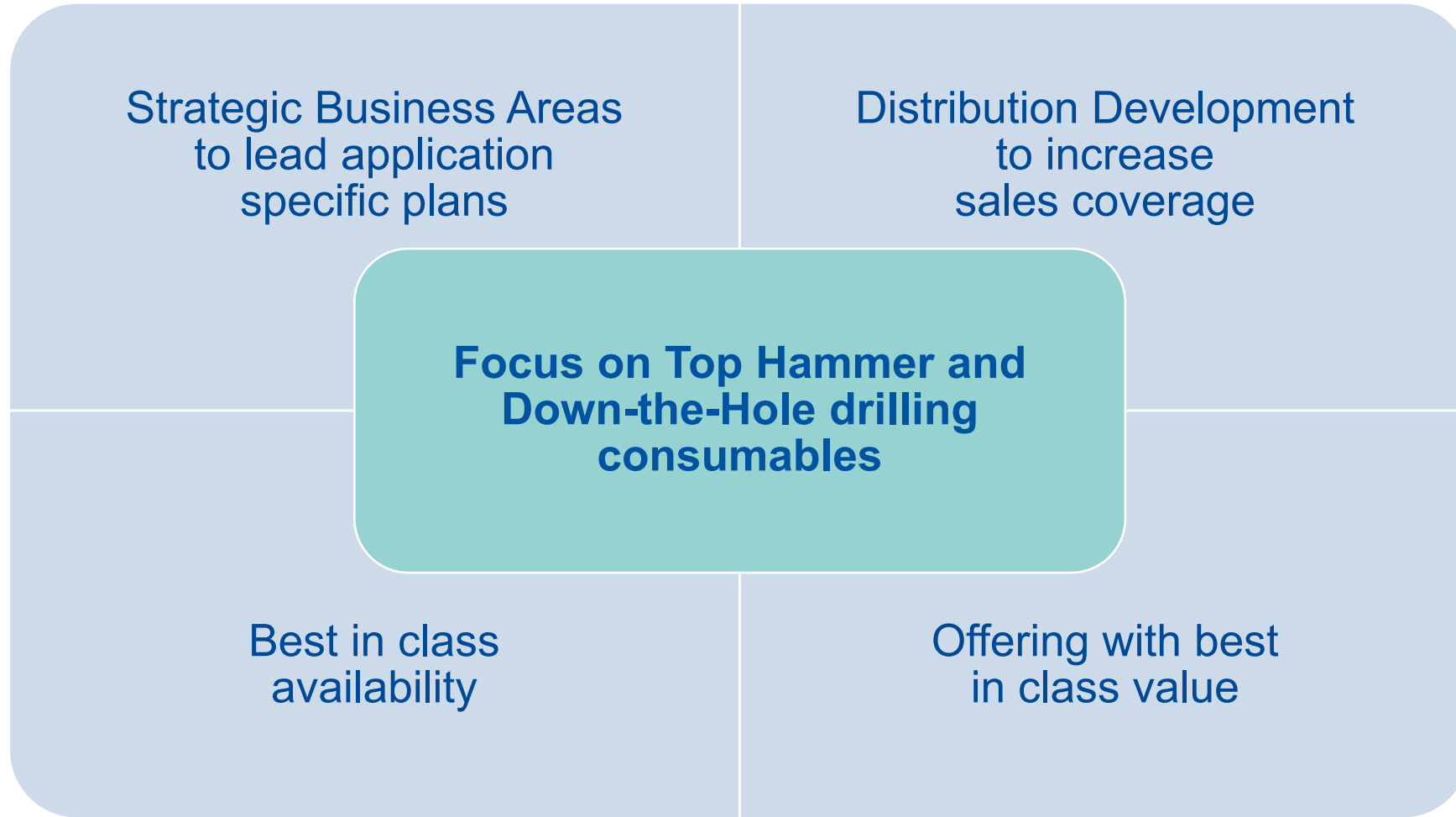


# MOVING TOWARDS STRATEGIC TARGETS

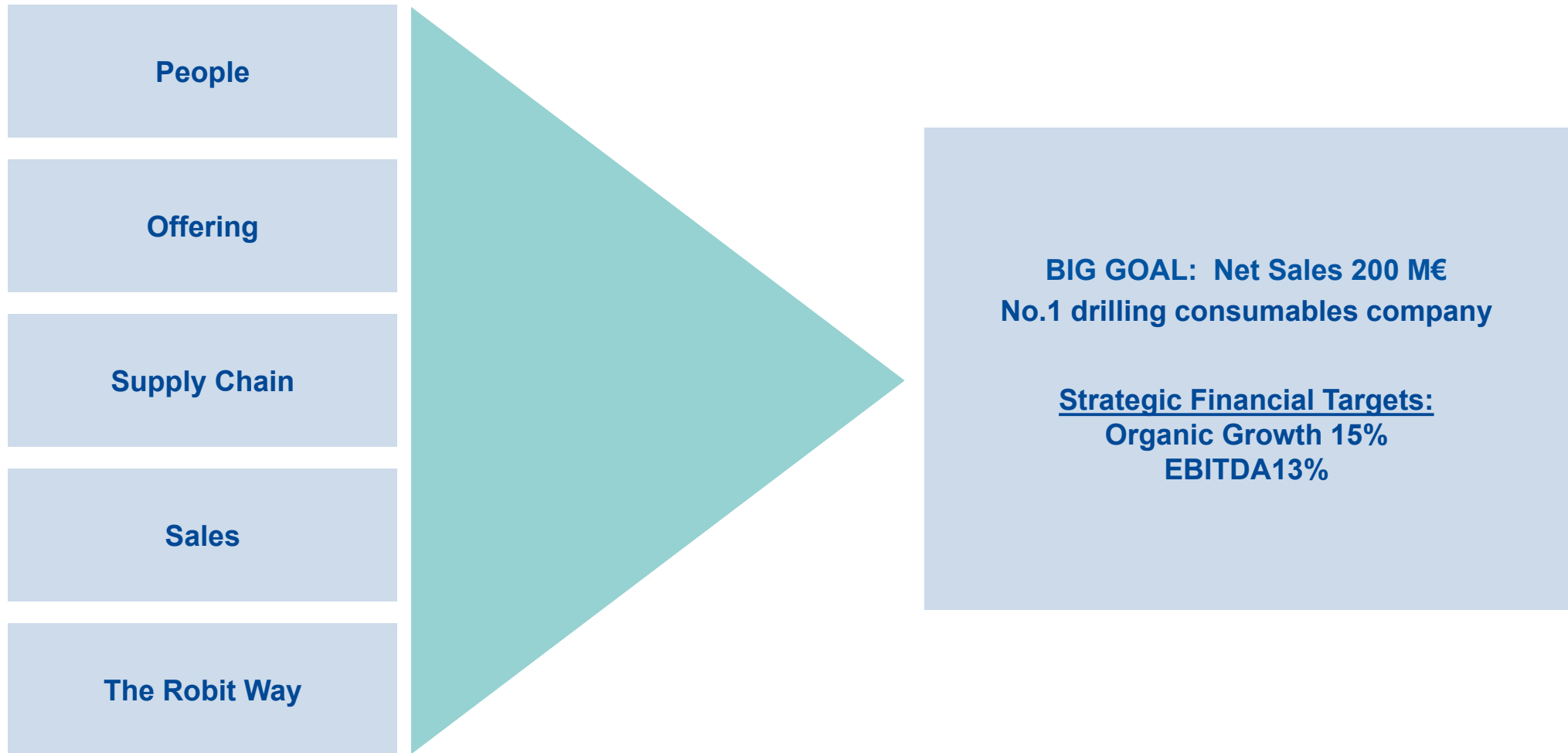




# STRATEGY



# BUILDING BLOCKS IN PLACE TOWARDS STRATEGIC TARGETS





# PEOPLE - GLOBAL TEAM OF DRILLING CONSUMABLES EXPERTS

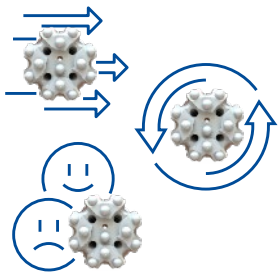
## WHO WE ARE



272 drilling consumables specialist,  
21 nationalities in 8 countries

**Robit**  
FURTHER. FASTER.

Sales driven performance culture,  
Further.Faster.



Values set the expectation:  
Serve with speed, Drive change,  
Respect everyone

## HOW WE DO WE GET STRONGER

Grow within, add capability selectively

Knowledge development with clear priorities

Incentive system that drives daily work

Mindset for continuous improvement

# HIGH PERFORMANCE AND COMPREHENSIVE OFFERING

## OUR OFFERING



Top Hammer offering covers all mining and construction needs



Down-the-hole offering covers all drilling and blasting and reverse circulation drilling needs



Down-the-hole offering and application support for piling and well drilling applications

## TOWARDS HIGHER CUSTOMER VALUE

Strategic Business Areas drive plans towards rationalized and easy to understand offering

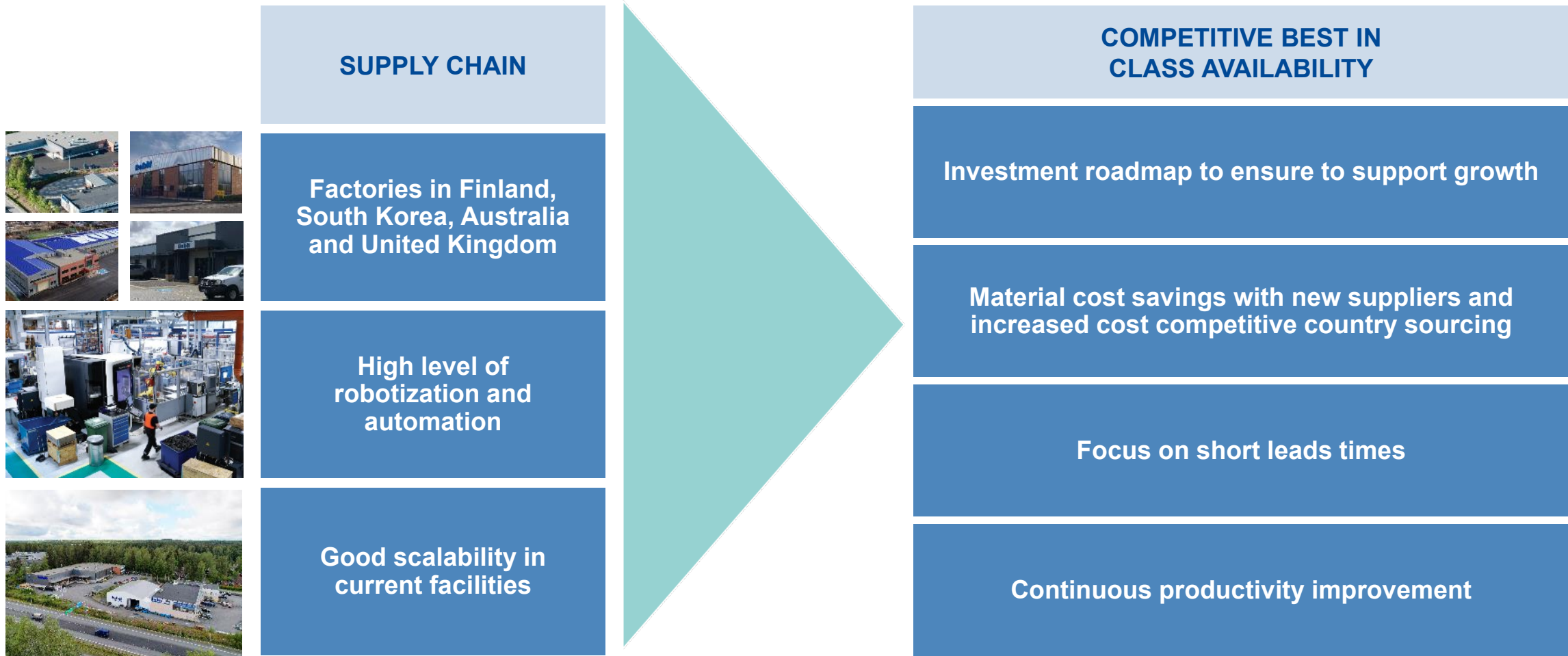
Toolbox to provide performance improvement and value add services

Focused research and development road map to deliver best-in-class value

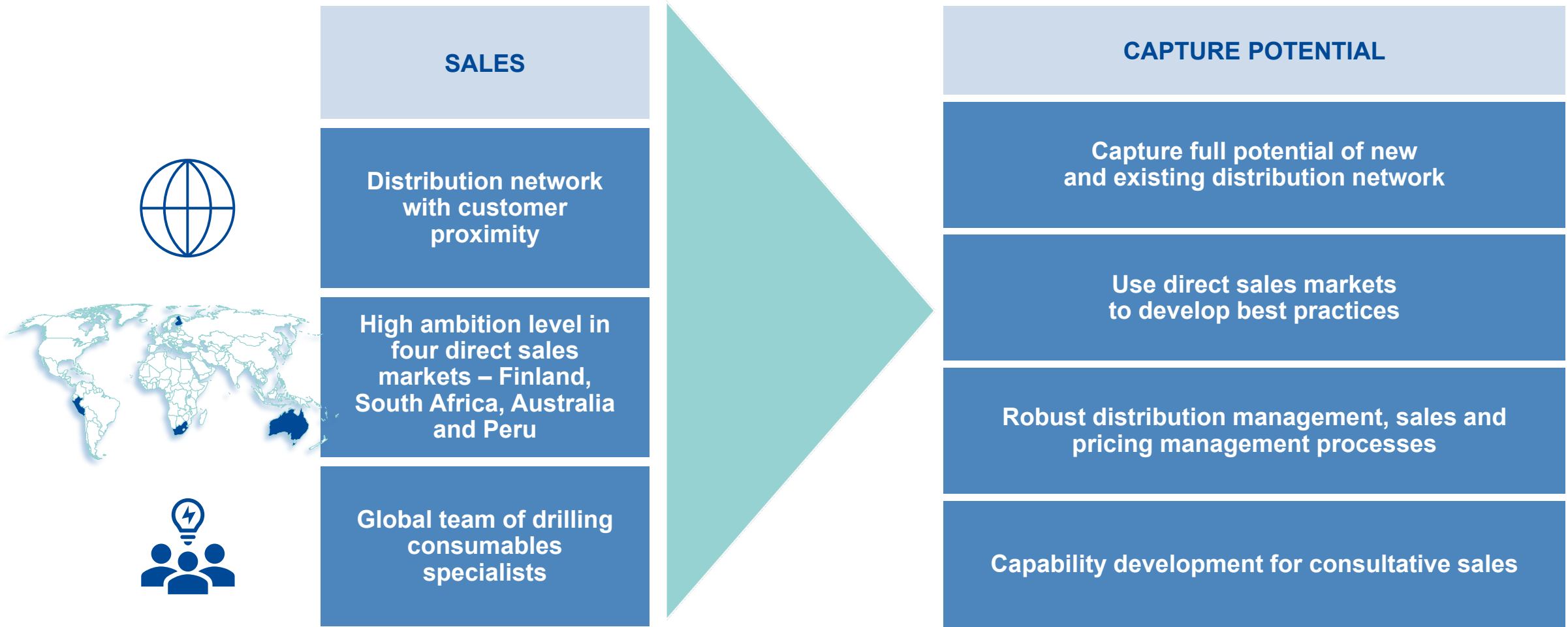
Engineer-to-value



# HIGHLY AUTOMATED AND SCALABLE SUPPLY CHAIN

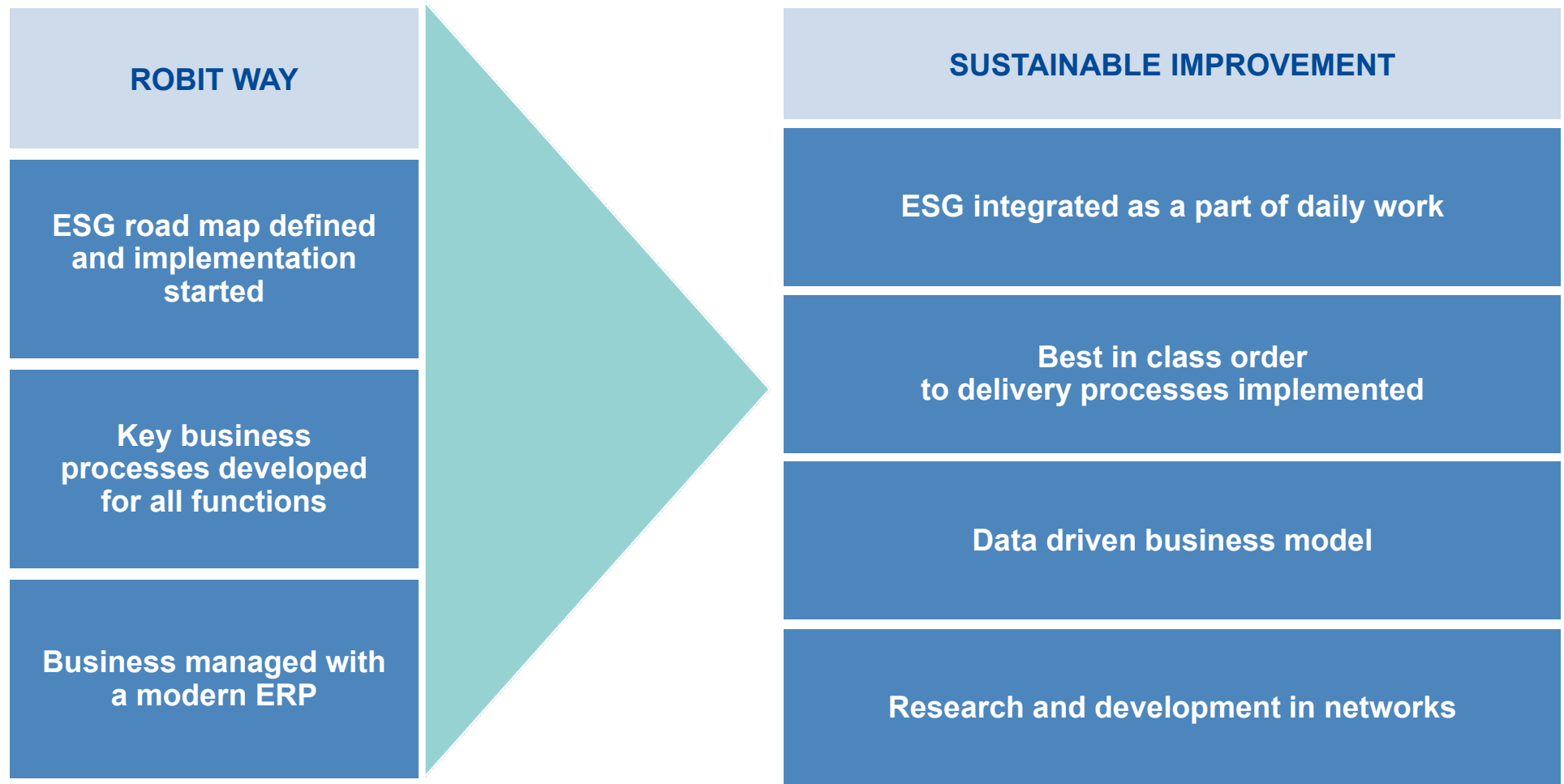


# SALES COVERAGE IN PLACE TO DRIVE GROWTH





# BUSINESS PROCESSES FOR SUSTAINABLE ADVANTAGE



# SUMMARY

- Focus on current scope - Top Hammer and Down-the-hole drilling consumables and organic growth
- Building blocks in place to implement plans towards long-term strategic financial targets and our big goal of 10% market share and 200 MEUR in net sales





# Robit

Q&A



# Robit

## ESG IN PRACTICE

Arto Halonen, Group CFO



# YOUR PARTNER FOR A MORE SUSTAINABLE TOMORROW

Megatrends

Our impact

How we do it?

Electrification

Geothermal energy

Sustainable infrastructure

Sustainable partnerships

CO2 emission reductions in our value chain

Happy and healthy workplace

Efficiency throughout the product lifecycle



Transparency in value chain  
Minimizing environmental footprint  
Optimizing logistics

Ecodesign and material efficiency

Energy efficiency



Employee wellbeing  
Health and safety

Diversity and inclusion  
Employee training



Improved efficiency and safety  
Increased product lifetime

Lower environmental footprint for our clients



Suppliers

Own production

Clients

# TARGET TO HALVE SCOPE 1 AND 2 EMISSION INTENSITY BY 2030

## OVERVIEW

Robit's 2020 carbon footprint (scope 1 and 2) calculated according to Greenhouse Gas Protocol (GHG Protocol) Corporate Standard was 3 383-ton CO<sub>2</sub>e corresponding to **36.9-ton CO<sub>2</sub>e per million euro of net sales**.

## KPIs AND TARGETS

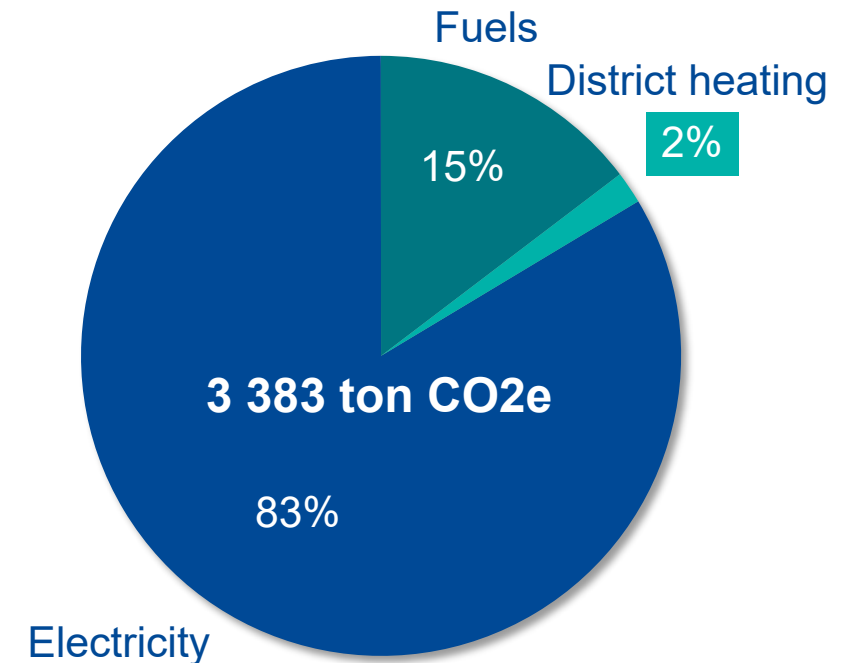
Halve the CO<sub>2</sub> intensity\* by 2030

## ACTIONS

- Increase share of green energy used in the factories.
- Improve energy efficiency of Robit facilities.
- Expand CO<sub>2</sub> calculations and related actions to cover main logistics routes.

\* CO<sub>2</sub>e per million euro of net sales. Baseline 2020

## ROBIT'S SCOPE 1 AND 2 EMISSIONS 2020



# WE VALUE MATERIALS AND PRODUCTS THROUGHOUT THE WHOLE LIFECYCLE

## OVERVIEW

---

Efficiency throughout the product lifecycle means:

- Material efficiency in product design and production.
- Materials are sourced efficiently and from sources that share Robit's ESG vision
- Increasing product lifetime through training and value adding services.
- Decreasing waste in customers operations.

## KPIs AND TARGETS

---

- Increase waste recovery ratio to over 90%.
- Increase consultative sales training hours to over 1 000 annually.

## ACTIONS

---

- Updated ESG targets incorporated also to supplier selection and evaluation criteria.
- Developing consultative sales training curriculum to own and distributor salespersons.
- Material efficiency initiatives in product design and production.



# ENERGY SAVING CONCEPT: CASE (KUOPIO) FINLAND QUARRY



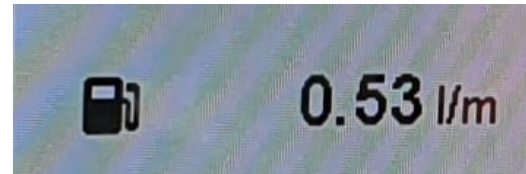
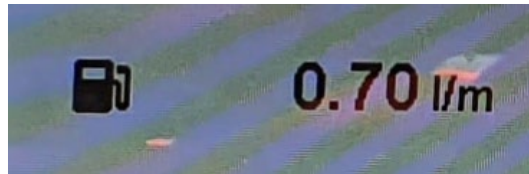
**INITIAL DRILLING PRESSURE (215 BAR)**



**ROBIT ADJUSTMENT (185 BAR)**



**EFFECT**



Savings around 0.17 liters per minute of drilling = 10 liters per hour. In one year, savings could equal to 43,800 liters.



1.275 meters per minute

1.375 meters per minute

7.8% faster drilling speed = More meters with less resources.  
Increased profitability for customer.



Reducing the drill string temperature by 20.7 Degrees Celsius will help to increase the lifetime of the drilling consumables.

# ROBIT IS A HEALTHY AND HAPPY WORKPLACE

## OVERVIEW

- Robit targets to be a desired employer and offer a healthy workplace for our employees.
- Robit is proud of its people diversity and sees it as a competitive edge.

## KPIs AND TARGETS

- Improve the People Power Index each year from the previous score.
- Reduce LTIFR (Lost Time Injury Frequency Rate) to 0.

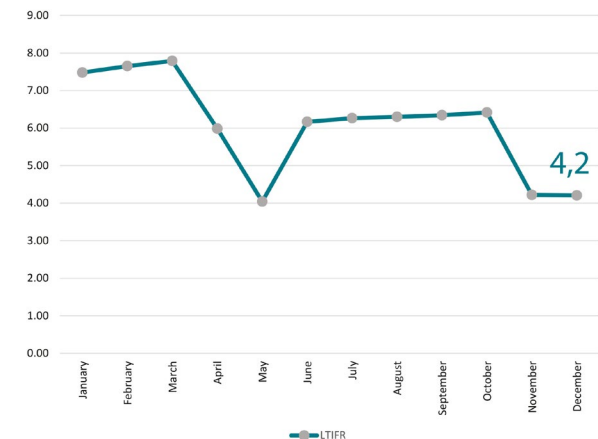
## ACTIONS

- Continued work to improve safety at Robit.
- Focused actions to provide more support for managers and employees on mental health aspect.
- Continue to build diversity and inclusion as a natural part of Robit culture.

## PEOPLE POWER INDEX RATING



## LOST TIME INJURY FREQUENCY RATE (LTIFR)



# WE BUILD TRANSPARENT AND SUSTAINABLE LONG-TERM RELATIONSHIPS WITH OUR PARTNERS

## OVERVIEW

---

Through partnerships both upstream and downstream in its value chain, Robit can develop the sustainability and operational performance of itself and its partners:

- Transparency in value chain.
- Social and environmental sustainability with suppliers and distribution network.
- Consultative sales is essential in reaching the environmental focus areas, i.e., training customers and distributors.

## KPIs AND TARGETS

---

- Share of suppliers committed to sustainable supply chain principles; target = over 90% (in volume).
- Share of distributors committed to Robit ESG principles; target = over 90% (in volume).

## ACTIONS

---

- Build shared commitment to ESG throughout the value chain.
- ESG metrics incorporated to distributor business plans.
- Conduct ESG focused supplier audits.



# YOUR PARTNER FOR A MORE SUSTAINABLE TOMORROW

## KPIs

### Sustainable partnerships

Over 90%\* of suppliers committed to sustainable supply chain principles

Over 90%\*\* of distributors committed to Robit ESG principles

### CO2 emission reductions in our value chain

50% emission intensity reduction on Scope 1 & 2 by 2030

### Happy and healthy workplace

Employee engagement index improving y-o-y

LTIF zero

### Efficiency throughout the product lifecycle

Over 90% waste recovery ratio in Robit factory locations

Annually over 1,000 hours of training hours consultative sales

\* Calculated based on supplier spend

\*\* Calculated based on sales volume



# Robit

Q&A





# Robit

**PARTNER FOR MINING**

George Apostolopoulos, VP Global Sales



# WHY MINING?

---

Sizeable and lucrative market segment

---

Continuous positive outlook

---

Loyal customers

---

Steady demand for drilling consumables

---

Better product demand forecasting (in theory at least), supports production planning

---

Financial strength-better payments

---

Strong reference

---

# ELECTRIFICATION DRIVES GROWTH

## DEMAND OUTLOOK FOR COMMODITIES ON A 20-YEAR HORIZON\*



### Commodities of the Future

- Copper, Nickel, Aluminum
- Lithium, Cobalt
- Tin, Rare earths
- Metal scraps
- High quality and green steel



### Stable Outlook

- Iron ore
- Steel
- Zinc
- Lead



### Commodities on the Decline

- Coking coal



## FROM COAL TO COPPER

- Electric Vehicles (EV) and gadgets trigger the increase in demand for Copper, Cobalt, Nickel, Lithium
- 50 trillion USD investment will be needed over the next three decades to achieve a 1.5°C global warming trajectory\*\*
- Mining companies need to invest nearly \$1.7 trillion in the next 15 years to help supply enough copper, cobalt, nickel and other metals needed for the shift to a low carbon world\*\*

## URBANIZATION

- By 2050, 2 out of 3 people will live in the urban areas\*\*\*

## STRONG COMMODITY CYCLE

- High demand to result in increased prices
- Supply chain and price predictability to drive the demand\*

\*Fitch Solutions    \*\*Wood Mackenzie    \*\*\*UN World Urbanization Prospects



# MINING TO GROW 3-5% DRIVEN BY UNDERGROUND MINING

- Growth to be driven by **minerals related to decarbonization/electrification**
- **Underground mining** expected to grow faster compared to surface mining
  - due to higher grades, less ore processes, smaller environmental risks;
  - 4–5 % growth, increase in drilling driven by Cu, Ni, Zn operations,
  - no growth in iron ore.
- Investment in **ESG** with a focus on **decarbonization, energy efficiency** and water treatment – **social ‘approval’**
- **Electrification, digitalization and AI** to improve **safety**, to **decarbonize** and to improve **productivity** in drilling

Source: Wood Mackenzie, Company Analysis



# MATCHING MINING CUSTOMER NEEDS

- Big in size
  - Continuous operations
  - Equipment always on site, in the mine
  - High expenditure per customer
- 



- 
- Safety
  - Sustainability
  - Service(s)
  - Readily available inventory
  - Relationship

- **Focus**  
For others it is a part of their business, for **Robit** drilling consumables is **our** business.
- **Flexibility**  
Increased right product **selection** capabilities
- **Service(s)**  
Product trials, swift **response time**, drillmaster support
- **Quality**  
A **strategic** direction, no compromise
- **Customer-Centricity**  
Distributors are extended **Robit Family**  
**Experienced teams** for direct sales

# STRONG DISTRIBUTOR NETWORK AND A DEDICATED DIRECT TO MARKET APPROACH IN SELECTED MARKETS

## Sales through Distributors (55%)

- Distributors with customer proximity and product portfolio synergies
- With the financial strength to invest in resources and local inventory
- Commitment to a common business plan
- Collaborate and focus on key accounts
- Committed in promoting the Robit brand

## Direct Sales (45%)

- Finland, South Africa, Peru, Australia
- High ambition level markets
- Teams with strong drilling consumables background
- Develop concepts with customer to drive down total drilling cost
- Proven offering and service concepts to be utilized in the distribution network

# EXCELLENCE IN DISTRIBUTOR MANAGEMENT

## DistributorsNet



One stop access to all Robit Sales and Marketing Resources

## Robit Online



Direct access to check prices, availability, and place order

## Trainings



Regular Technical and consultative sales trainings to distributor personnel

## Drill Master Support



Robit In-house technical support from Drill Masters

## Dedicated Robit Team



Dedicated Robit Sales and Customer Service personnel

## Common Action Plan



Continuously updated common sales funnel shared with distributor



# ROBIT WITH TIER 1 DISTRIBUTORS IN MINING



- Robit Distributor**
- APT, Ghana
  - Atrium, Russia
  - BiA, West Africa
  - Bin Harkil, Saudi Arabia
  - Cimertex, Portugal
  - Dong Loi Equipment, Vietnam
  - EDC, Sweden
  - Eurasian Machinery, Kazakhstan
  - Full Safety, Chile
  - Gornaya Evrasia, Russia
  - Guris, Turkey
  - KalTire, Canada
  - Minsol, Mexico
  - Pinnacle, Canada
  - PT Marton, Indonesia
  - Rockbits, Mexico
  - Sin Chee Heng, Malaysia
  - Suministros, Spain
  - Uawithya Machinery, Thailand
  - Ule, Mongolia
  - Uptime Earthmoving, Philippines

Examples of our Tier 1 distributors in mining

# SUCCESS STORY: DIRECT MARKET

- Customer: Agnico Eagle Finland – Kittilä Mine
- Contact length: 5 + 2 years
- Contract start date: May 2021
  
- **Challenge:** frequent bit change due to non-durable bits in rigs working underground
  - Safety hazard / Time-consuming for bits changing and retrieval
- **Success factors:**
  - Custom made Diamond series bits
  - Drillmaster's expertise
  - Local service presence
  - Continuous improvement based on customer demand and drillmaster's feedback





# SUCCESS STORY: DISTRIBUTORS



- Customer: Codelco, Chile
- Distributor: Full Safety
- Contact length: 3 years
- Contract start date: Oct 2020
- **Success factors:**
  - Performance
  - Availability
  - Relationship



# SUMMARY – PARTNER FOR MINING

- Stable demand for drilling consumables globally
- High maddressed
- Served through a strong distributors network and a selected market share increase potential
- Mining customers' special needs are direct to markets' approach

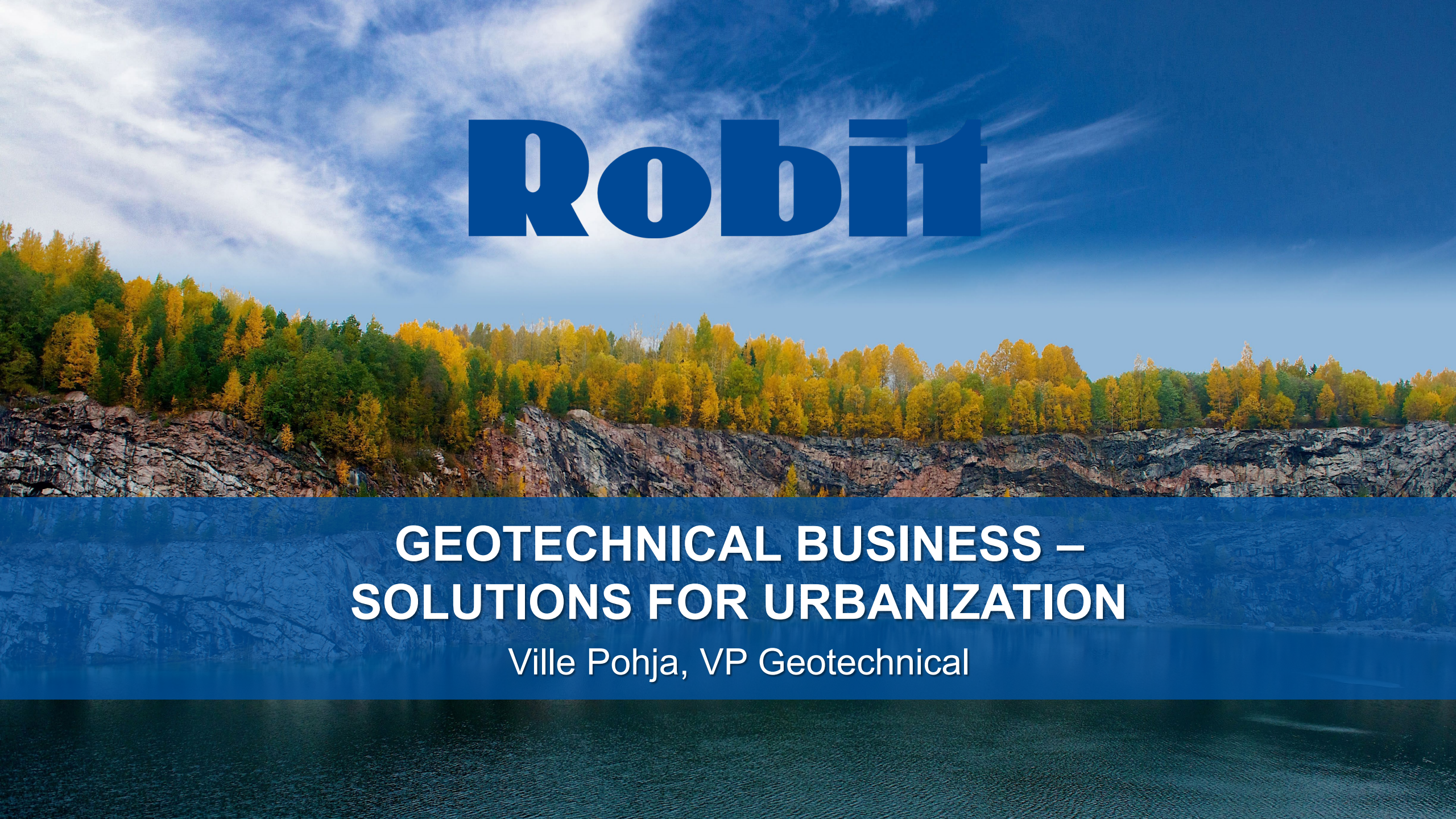




# Robit

Q&A





# Robit

## **GEOTECHNICAL BUSINESS – SOLUTIONS FOR URBANIZATION**

Ville Pohja, VP Geotechnical



# GEOTECHNICAL BUSINESS IN ROBIT

- Geotechnical represent approx. 50% of Robit DTH business
- There are two major parts of geotechnical business:
  - Piling
  - Well drilling





# PILING IS ESSENTIAL IN MODERN CONSTRUCTION

- Method of installing steel piles and casing by using DTH drilling solutions.
- Used mainly in hard rock conditions and large boulders.

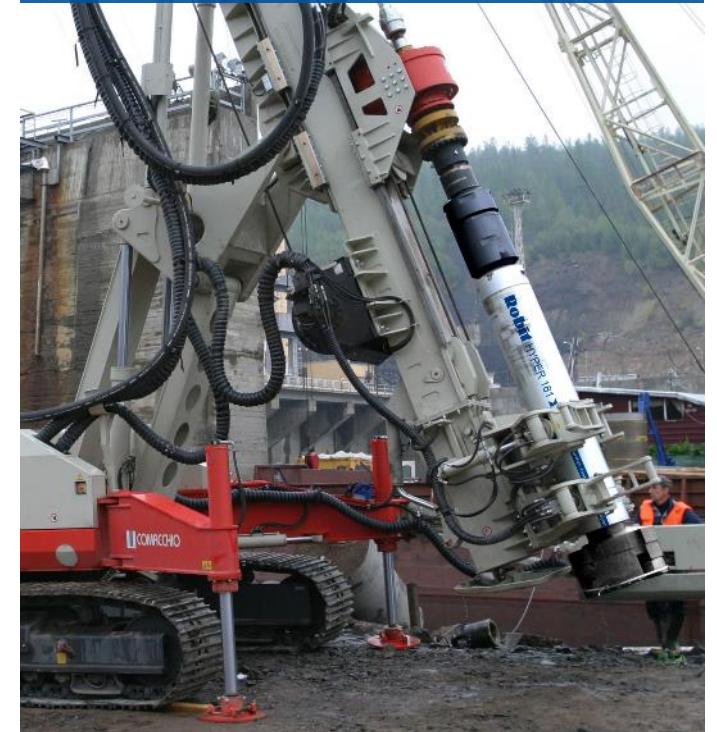
PILE BORING



DRIVEN PILES



DOWN THE HOLE PILING





# SECURING EXECUTION IN A PILING PROJECT IS KEY



- For all conditions
- No issues even in hard rock



- Reliable drilling process



- Cost savings from saved time and predictability





# EXAMPLES OF KEY CONTRACTORS IN PILING



**HERCULES**  
GRUNDLÄGGNING



**SKANSKA**

**NordPile**





# WHAT DO OUR CUSTOMERS DO?

- Bridge
- Harbour / dock / quay
- E.g. hard rock, filling with boulders
- Large construction projects e.g. skyscraper, arena, mall or factory building
- Any size construction project in difficult ground conditions



Picture: Matti Tikkanen, Fingeo Oy



# TYPICAL PROJECTS

- Project value typically 10-100 k€ biggest projects 0,5-2 M€
- Robit market share fairly high
- Biggest markets Nordics, Russia and North America
- Yearly contracts with some big customers





# GROWING DEMAND

## TRENDS SUPPORTING GROWTH

- Urbanization – more demand to build on difficult ground conditions
- Method is becoming more known in big construction markets

## NATURE OF PROJECT BUSINESS

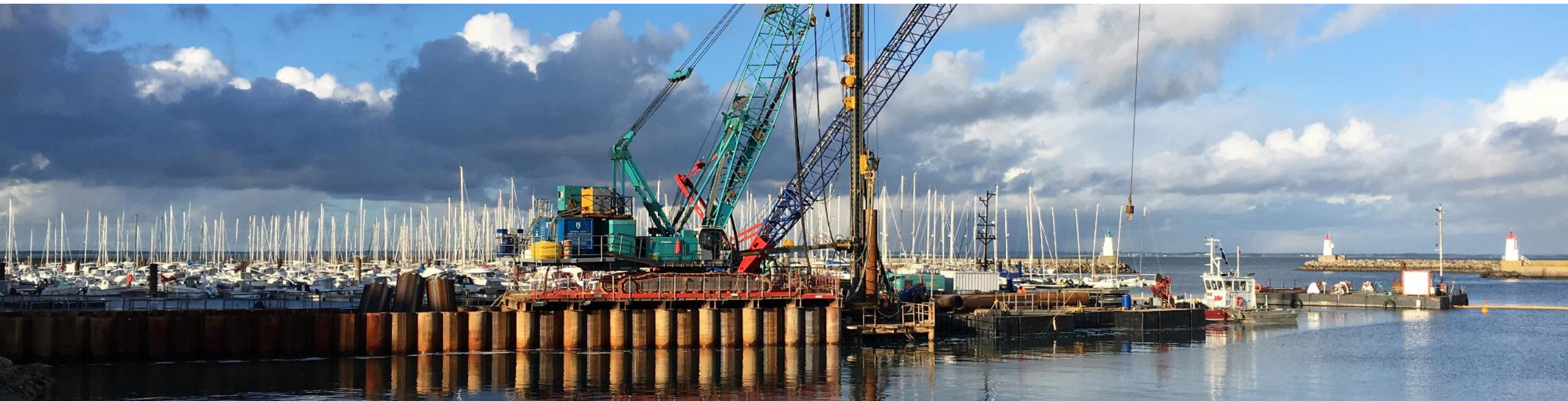
- Flexibility and fast deliveries always requirement
- Most common items demanded from stock
- Large sizes Make-to-Order deliveries
- Custom products based on project design





# COMPETITIVE EDGE

- Consultative sales; true experts are rare in a niche business
- Highly automatized production and high volumes
- Quality
- Fast delivery times
- Good proximity to key markets
- Strong references
- Strong distributors with expertise, service capability, and complementing offering
- Flexibility for Make-to-Order projects





# PARTNER FOR SUSTAINABLE ENERGY

- Geothermal wells offer renewable environmentally friendly energy
- Decreases CO2 footprint
- In Scandinavia 60 000 – 70 000 geothermal wells drilled every year = approx. 20 000 000 drill meters
- 90% drilled with standard size equipment
- Big growth potential for Robit
- Contractors mostly small companies





# SUMMARY – GEOTECHNICAL BUSINESS

- Strong player in the growing Down the Hole piling business
- Good growth opportunities geothermal wells





# Robit

Q&A



# Robit

**TOWARDS BEST-IN-CLASS SERVICE LEVEL**

Arto Halonen, Group CFO



# STRATEGIC FUNDAMENTALS TO ACHIEVE BEST-IN-CLASS SERVICE LEVEL

- In service business, lead time is a critical success factor. To achieve best-in-class availability, we focus on three key factors:



FLEXIBLE  
MANUFACTURING CAPACITY



INTEGRATED  
SUPPLY CHAIN PLANNING



OFFERING  
MANAGEMENT



# FLEXIBILITY IN MANUFACTURING IN ORDER TO MAINTAIN SERVICE LEVEL

## STRATEGY

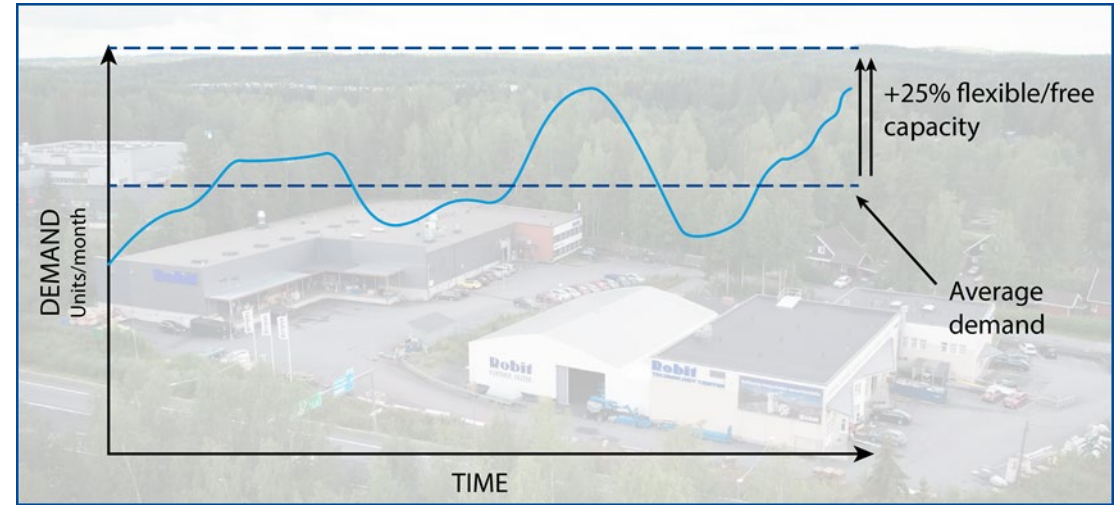
- Have +25% flexible or free capacity to cope with peak demand periods

## TARGET

- Ensure manufacturing lead-times remain short; this is the foundation for building best-in-class service level.
- For high runner products, target to maintain manufacturing lead-time below 3 weeks.

## INVESTMENTS

- During the year 2021, we are doing sizeable investments in our Korea and Lempäälä factories.
- Investments will continue also in 2022, focusing on Top Hammer production.





# LEMPÄÄLÄ EXPANSION: GEARED UP FOR GROWTH

Expansion of Geotechnical product capacity and move to a new building.



Almost doubling the manufacturing capacity for casing system products.



New warehouse to facilitate manufacturing space expansion.



Investments in top hammer production.



Capacity increased by more than 30%.



# KOREA FACTORY: EXECUTING LONG TERM INVESTMENT PLAN

Expansion of drill rod manufacturing capacity. New friction welding machine and increased level of automation.



Removing production bottleneck.



Expansion of shank manufacturing capacity. New automated production cell for shanks and other key machinery.

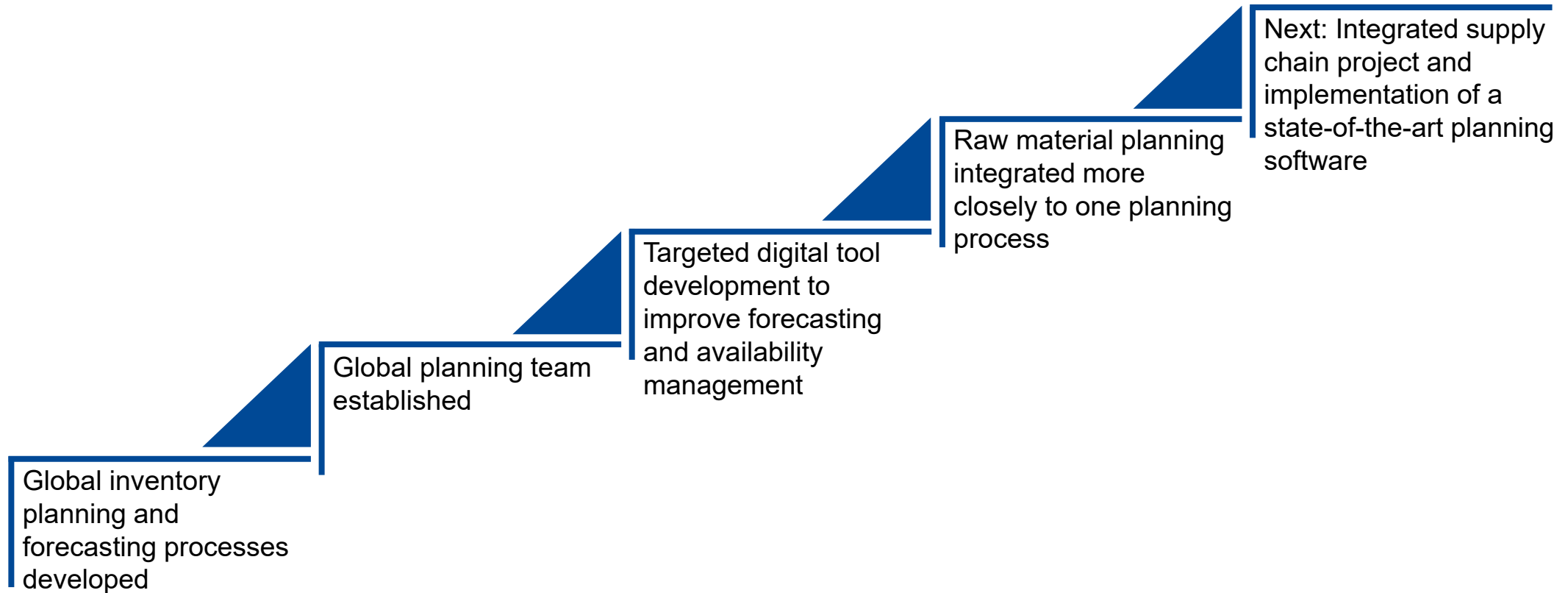


Capacity increase of over 20%. Additional flexibility built through supplier network.





# INTEGRATED SUPPLY CHAIN PLANNING TO MANAGE AVAILABILITY

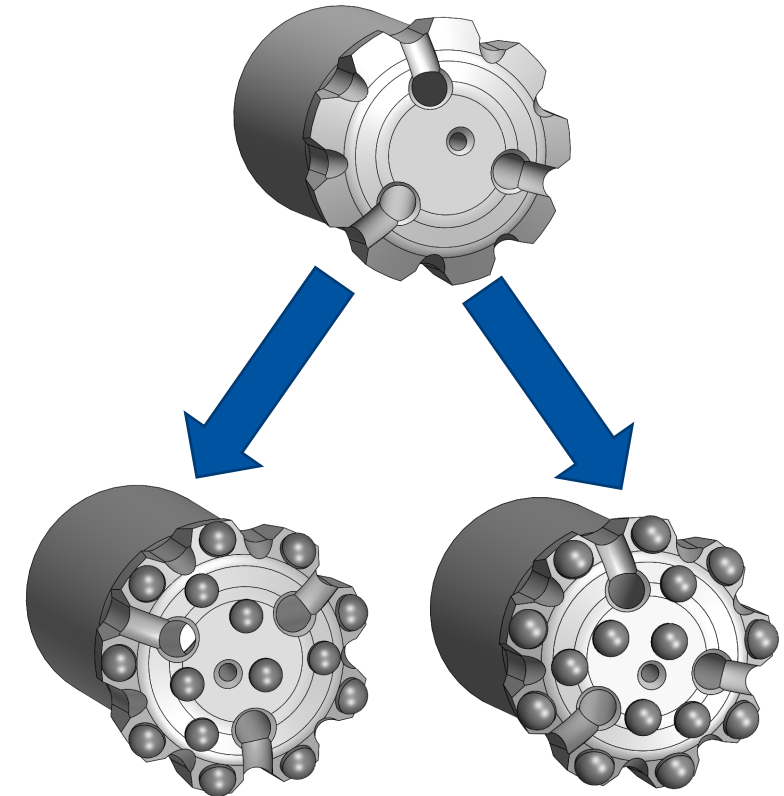


We are targeting a clearly better service level while still improving inventory turns.

# MASS CUSTOMIZATION TO REDUCE LEADTIMES

- Modularity driving product design
- Example from the recently launched Rbit™ series:

Semi-finished	Old product range Finished product	Rbit => One single body	Configurable variants
Own block	HTG 51C102A	HTG 51C102A	TH RBIT 51C089FF
Own block	HTG 51C102A SF		
Own block	HTG 51C102A SF2		
Own block	HTG 51C102B		TH RBIT 51C089FF HD
Own block	HTG 51C102B SF		
Own block	HTG 51C102B SF2		





# SUMMARY – BEST-IN-CLASS SERVICE LEVEL

- +25% flexible or free capacity to manage demand peaks
- Sophisticated processes and tools to manage inventory planning and forecasting
- Modularity driving product design





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Q&A



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## PLAN IN NUMBERS

Arto Halonen, Group CFO



# FINANCIAL TARGETS AND DEVELOPMENT

## FINANCIAL TARGETS

Robit's long term target is to achieve

- organic net sales growth of 15% annually and
- comparable EBITDA of 13%

## DEVELOPMENT

	LONG-TERM TARGET	2019	2020	H1 2021
Net sales growth	15% p.a.	4.6%	6.0%	10.0%
Comparable EBITDA, % of net sales	13%	3.1%	5.6%	7.2%



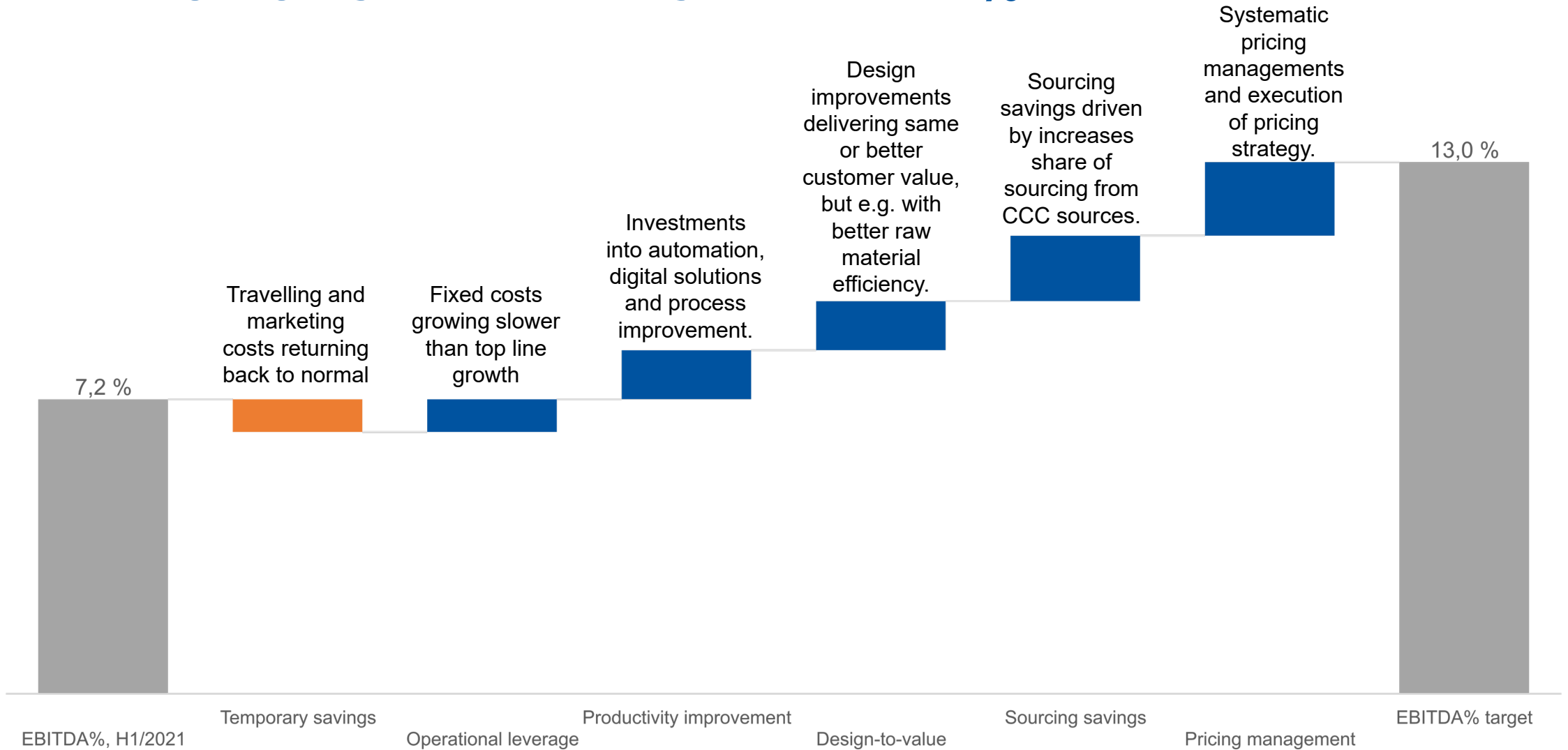
# DRIVERS FOR GROWTH AND PROFITABILITY

Key financials	H1 2021 EUR 1 000	H1 2021 % of net sales	Main growth and profitability drivers	Impact on growth (+) Impact on profitability (€)
Net sales	<b>48 110</b>	100.0%	<ul style="list-style-type: none"> <li>• Distributor channel development</li> <li>• High ambition in direct sales markets</li> <li>• Pricing management</li> </ul>	+++ ++ €€€
Materials and services	<b>-31,241</b>	-64.9%	<ul style="list-style-type: none"> <li>• Sourcing savings and CCC* sourcing</li> <li>• Design-to-value initiatives</li> </ul>	€€ €€
Employee benefit expense	<b>-8,106</b>	-16.8%	<ul style="list-style-type: none"> <li>• Operational productivity improvement</li> <li>• White collar productivity improvement</li> </ul>	€ €
Other operating income and expenses	<b>-5,322</b>	-11.1%	<ul style="list-style-type: none"> <li>• Operational leverage</li> </ul>	€
EBITDA	<b>3,441</b>	7.2%		

\* Cost Competitive Country



# PATH TO LONG TERM TARGET EBITDA%





# INVESTMENTS SUPPORTING THE GROWTH

## INVESTMENTS INTO FIXED ASSETS

- In 2021, we decided to move forward with growth investments ahead of original schedule. Total investments for the year 2021 will be MEUR 6.0–6.5. MEUR 2.2 of the investments will be financed with financial leases and rest with loans or cash.
- Growth investments will continue in 2022 and 2023, but investment amount will be lower than in 2021.

## INVESTMENTS INTO SERVICE LEVEL AND INVENTORY

- In 2021 decisions were made to increase inventory levels to support service levels and to manage raw material price increases.
- Inventory development will stabilize, and we target NWC as a percentage of net sales to return to below 40% level.



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## WAY FORWARD

Tommi Lehtonen, Group CEO



# WHAT DO WE WANT TO ACHIEVE

## FINANCIAL TARGETS

- Robit's long term target is to achieve organic net sales growth of 15% annually and comparable EBITDA of 13%.

	Long-term target	2019	2020	H1 2021
Net sales growth	15% p.a.	4.6%	6.0%	10.0%
Comparable EBITDA, % of net sales	13%	3.1%	5.6%	7.2%

**BIG GOAL: 200 M€**

**No.1 drilling consumables company**

10% of the global drilling consumables market

Net sales 200 MEUR



# CAPTURE THE FULL POTENTIAL

- Great Market Potential with stable and growing demand
- Strong global team and platform in place to drive towards 10% market share target
- Focused research and development agenda to deliver best in class value
- Competitive and scalable supply chain and processes build to deliver best in class availability
- Profitability improvement potential with top line leverage and systematic margin improvement initiatives
- Organization focused and committed on moving the company from good development to good and sustainable performance





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**BREAK**



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Q&A SESSION



# Q&A SESSION

## Q&A INFORMATION

- Onsite participants may ask questions verbally by raising their hand.
- Online participants may ask questions verbally via phone conference during the Q&A session.
- Online participants may also ask questions via chat service on the event page throughout the event. All the questions will be answered either after each presentation or in the Q&A session.
- Further questions/comments:  
[investors@robitgroup.com](mailto:investors@robitgroup.com)

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THANK YOU