



L&T – CIRCULAR ECONOMY LEADER IN THE NORDICS

Lassila & Tikanoja Capital Markets Day
26.11.2025



LASSILA & TIKANOJA – CIRCULAR ECONOMY LEADER IN THE NORDICS

LASSILA & TIKANOJA KEY HIGHLIGHTS



EUR 424m

Net sales (2024)



EUR 86m / 20%

Adjusted EBITDA / Margin (2024)



EUR 44m / 10%

Adjusted EBITA / Margin (2024)



14%

Return on capital employed (2024)



84%

Of revenue re-occurring nature (2024)

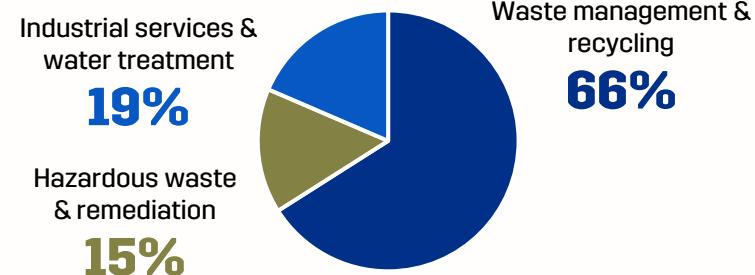


#1 / 20%

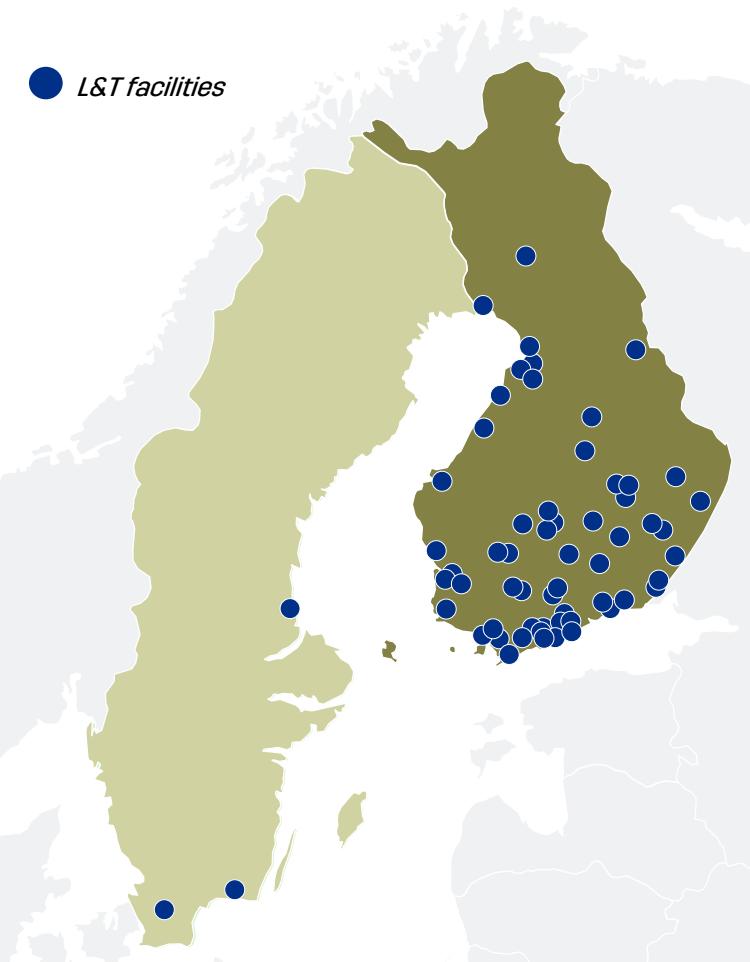
Market position¹⁾ / Market share¹⁾

PURE-PLAY CIRCULAR ECONOMY LEADER

Net sales by service (2024)



Waste volumes by industry (2024)



Sources: L&T management; Figures presented correspond to new L&T carve-out numbers; Eurostat; Statistics Finland; 1) In Finland

WE PROVIDE ESSENTIAL SERVICES FOR SOCIETY AND INFRASTRUCTURE

INCREASING RECYCLING RATE

Increasing recycling rate across sectors

Our goal is to increase our customers' recycling rate to over 70% by 2030 and we are committed to work together with our clients to drive this change

Serving industrial partners

Our operations are seamlessly integrated into customer processes, ensuring more efficient waste management solutions through the value chain



SUSTAINABLE RAW MATERIALS

Recycling natural resources

Our aim is to promote circular consumption in our society. We keep materials in circulation and enable secondary raw materials to be the first choice instead of virgin materials

Transforming waste to material

We give waste a second life by converting it into raw materials that replace virgin resources in industry and construction



ELIMINATING HARMFUL MATERIALS

Hazardous waste

We have the infrastructure for responsible elimination and recycling of harmful materials

Water purification

We purify wastewater and manage industrial process water so that it can be safely returned back to circulation

Contaminated soil handling

We restore contaminated land areas and enable the re-use of soil in construction



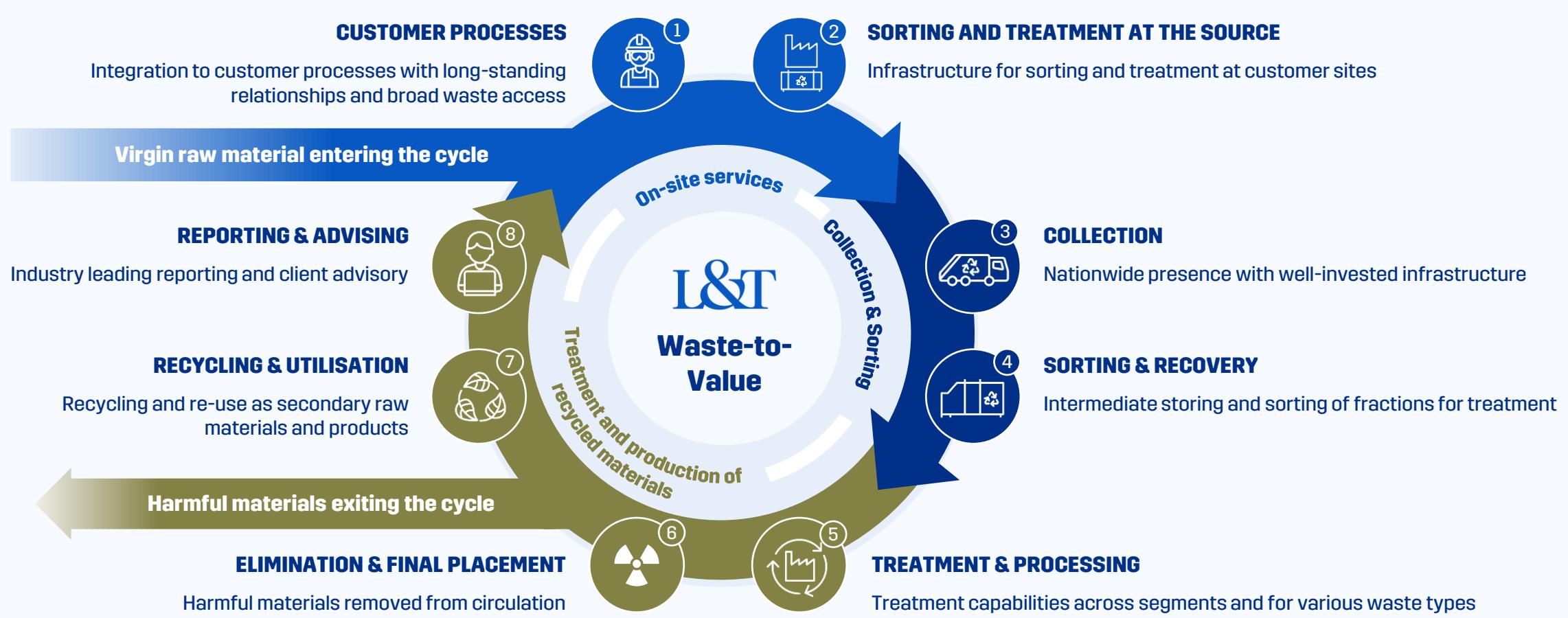
Remediation

We are increasing biodiversity in the urban environment in order to help preserve nature



Source: L&T management

OUR END-TO-END OFFERING IS UNIQUE AND A COMPETITIVE ADVANTAGE



Source: L&T management

SYNERGISTIC PORTFOLIO DRIVES VALUE FOR CUSTOMERS AND L&T

FULL-SERVICE OFFERING PROVIDES CLEAR BENEFITS FOR L&T



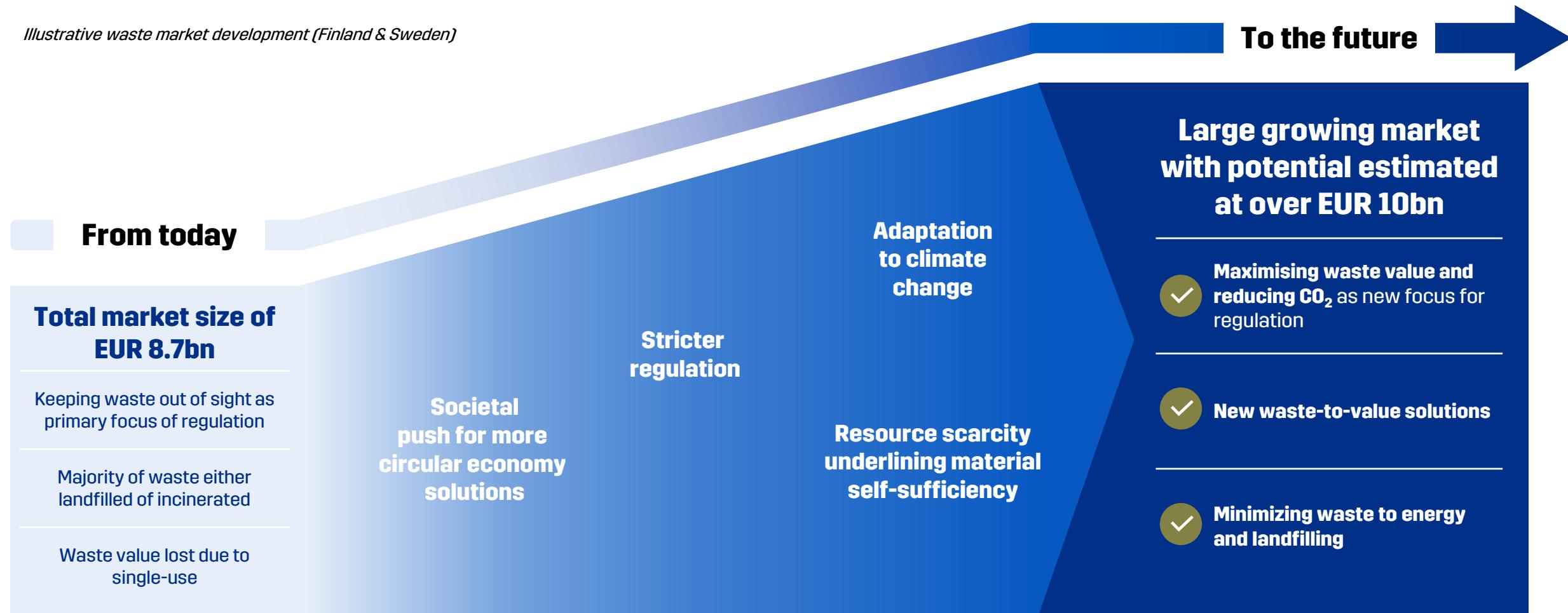
CUSTOMERS VALUE THE FULL OFFERING

Top customers	Waste Management & Recycling	Hazardous Waste & Remediation	Industrial services & Water treatment
Customer #1	✓	✓	✓
Customer #2	✓	✓	✓
Customer #3	✓	✓	✓
Customer #4	✓	✓	✓
Customer #5	✓	✓	✓
Customer #6	✓	✓	✓
Customer #7	✓	✓	✓
Customer #8	✓	✓	✓
Customer #9	✓	✓	✓
Customer #10	✓	✓	✓
Customer #11	✓	✓	✓
Customer #12	✓	✓	✓
Customer #13	✓	✓	✓
Customer #14	✓	✓	✓
Customer #15	✓	✓	✓
Total	14/15	15/15	11/15

Source: L&T management

LARGE AND GROWING MARKETS PROVIDE ATTRACTIVE OPPORTUNITIES FOR L&T VALUE CREATION

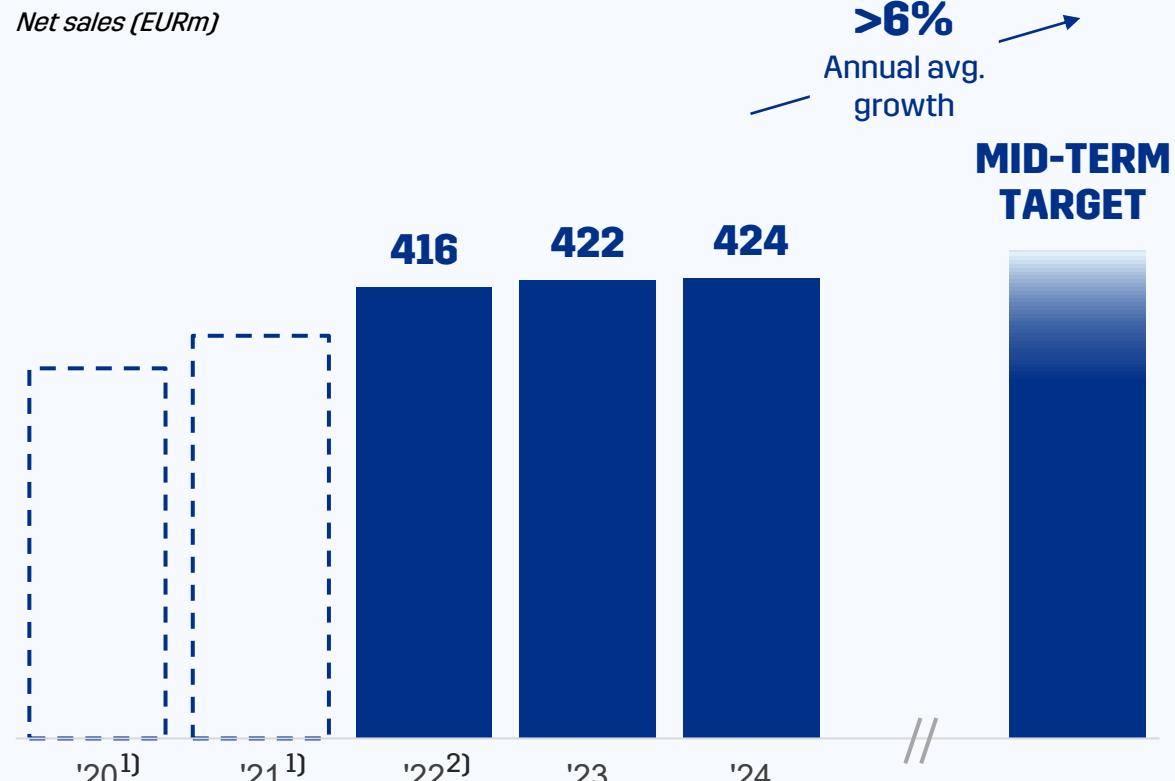
Illustrative waste market development (Finland & Sweden)



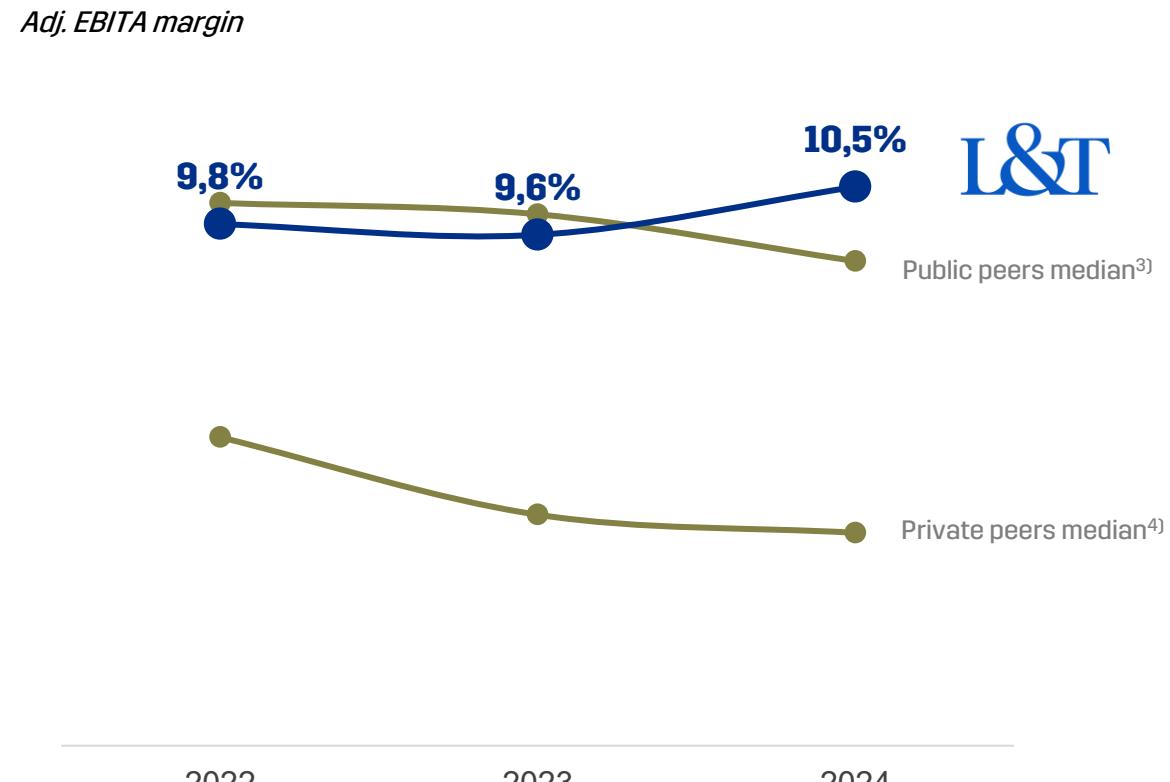
Source: L&T management

RESILIENT PROFITABLE GROWTH WITH A TWO-SIDED BUSINESS MODEL

SOLID TOP-LINE DEVELOPMENT...



...WITH INDUSTRY LEADING PROFITABILITY



Sources: L&T management; Figures presented correspond to L&T carve-out numbers excluding 2020 and 2021 net sales; Company financial statements; 1) Illustrative historical net sales based on segment figures; 2) Excludes EUR 35.4m net sales from Biowatti for comparability; 3) Peers comprising of Norva24, Renewi, Seche, Rentokil Initial, Veolia; 4) Peers comprising of Remeo, Stena Recycling, Kuusakoski, NG Nordic

MID-TERM STRATEGIC GOALS

FINANCIAL TARGETS

Average annual net sales growth of over 6% in the mid-term

Adj. EBITA-margin of 11% in the mid-term

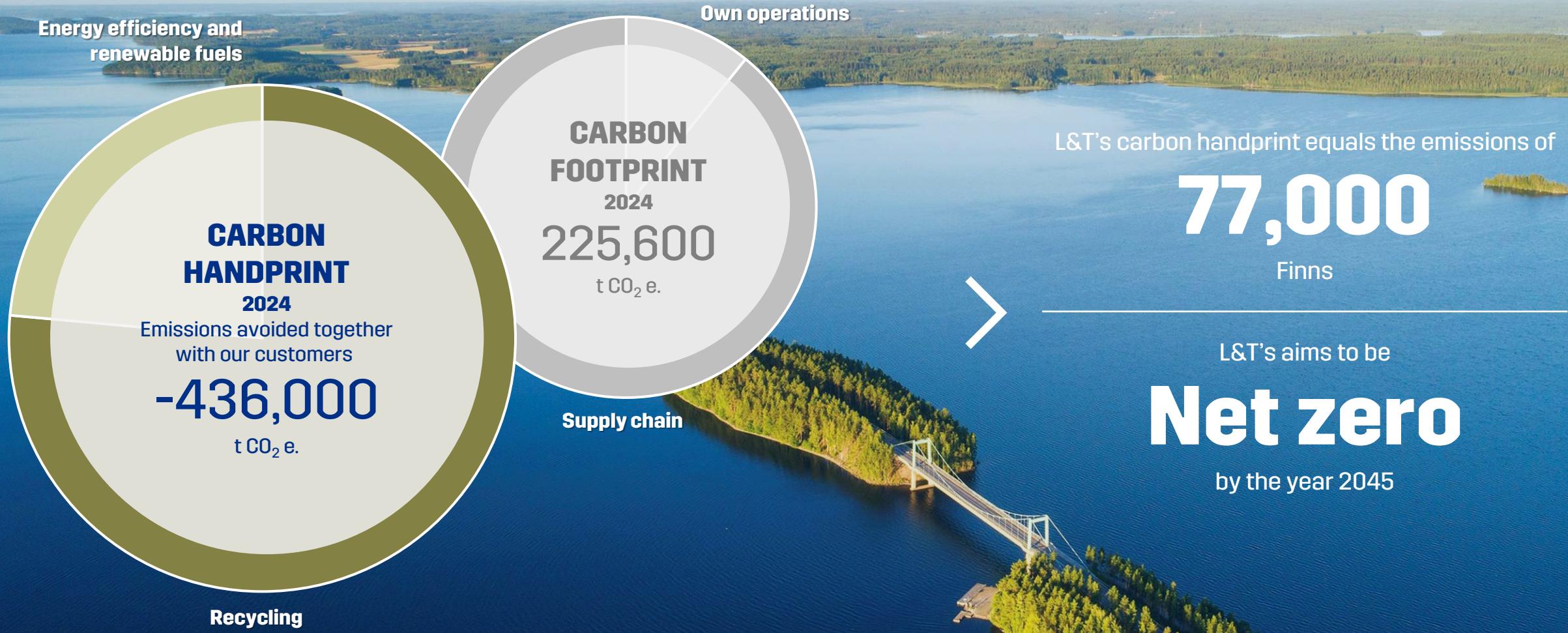
CAPITAL STRUCTURE AND ALLOCATION

Net debt / adj. EBITDA of 1.5x – 2.5x

Dividend payout ratio of at least 50% of net income

Source: L&T management

L&T'S CLIMATE IMPACT – TARGET TO BECOME NET ZERO BY 2045



Source: L&T management

L&T WILL HAVE A STRONG MANAGEMENT TEAM



**Eero
Hautaniemi**

**Chief Executive
Officer**

In L&T since:
2007

Experience:
Oriola,
GE Healthcare



**Joni
Sorsanen**

**Chief Financial
Officer**

In L&T since:
2024

Experience:
Caverion, Consti,
Cramo



**Antti
Tervo**

**SVP, Growth and
Operations**

In L&T since:
2012

Experience:
Siemens,
PKC Group



**Juha
Saarinen**

**Chief Purchasing
Officer**

In L&T since:
2024

Experience:
KONE, Metso,
Kamux



**Hilppa
Rautpalo**

**SVP, Legal, HR
and EHSQ
General Counsel**

In L&T since:
2020

Experience:
Ekokem,
Amer Sports,
Metsä Group

Experience:
Chemical Industry
Federation of Finland,
Chamber of
Commerce



**Jorma
Mikkonen**

**SVP, Corporate
Relations and
Sustainability**

In L&T since:
1992



**Edward
Skärström**

**Chief Information
Officer**

In L&T since:
2023

Experience:
Teknos,
IFS

Source: L&T management

CIRCULAR ECONOMY LEADER WITH RESILIENT EARNINGS AND A COMPELLING GROWTH STRATEGY IN A GROWING MARKET



- 1 **L&T is the leading player in a growing circular economy market¹⁾**
- 2 **Unique platform with operations throughout the value-chain**
- 3 **Positioned for growth and expansion**
- 4 **Resilient track record of growth, profitability and cash generation**

Source: L&T management; 1) Market position in Finland



**STRONGLY
POSITIONED IN
ATTRACTIVE
MARKETS**



SECTION HIGHLIGHTS



**Large markets with
structural and
resilient growth**



**Leading position
in a fragmented
market**



**Diverse capabilities
needed to thrive in
the industry**

MARKET GROWTH DRIVEN BY ECONOMIC OUTPUT AND INCREASING RECYCLING RATES WITH ADDITIONAL POTENTIAL IN WASTE-TO-VALUE

Waste market development 2024 - 2029 (Finland & Sweden)

Finland Sweden

+3% p.a.

Underlying market growth
2024-2029



EUR 8.7bn

6.2

2.5

- Real GDP and population growth
- Increasing recycling rates
- Pricing

EUR 10.3bn

7.4

2.9

2029
Underlying market

~EUR 3bn

Additional market potential in the
mid- to long-term

EUR 13.0bn

- Waste-to-material
- Waste-to-product
- Re-use solutions
- Remediation / Biodiversity

Mid- to long-term
addressable market

Sources: L&T management; Statistics Finland; Statistiska Centralbyrån; OECD; Eurostat; Oxford Economics

POSITIVE MARKET TRENDS IN L&T-SPECIFIC SERVICES WHILE OTHER SOLUTIONS ARE DECLINING

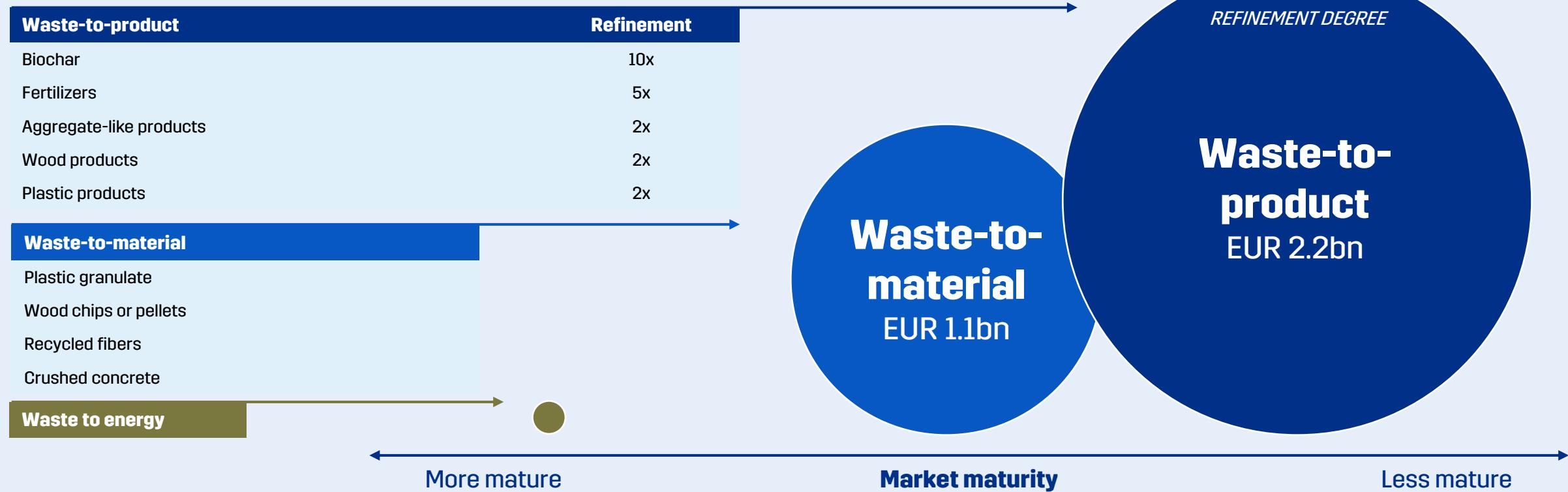
MARKET TRENDS	L&T SOLUTIONS		OTHER SOLUTIONS	
	Recycling	HW & Remediation	Waste-to-energy	Landfill
 Increasing regulation	↑	↑	↓	↓
 Climate change	↑	↑	→	↓
 Resource scarcity	↑	↑	→	↓
 Urbanization	↑	↑	→	↓
 Rise of new technologies	↑	↑	→	→

Source: L&T management

LARGE FUTURE MARKETS IN WASTE-TO-VALUE

WASTE-TO-MATERIAL AND PRODUCT REFINEMENT OFFER SIGNIFICANT MID-TERM MARKET POTENTIAL

Examples of refinement potential in various waste fractions



Sources: L&T management; Statistics Finland

REMEDIATION PROJECTS CREATE VALUE FROM THE BUILT ENVIRONMENT

REMEDIATION SITES IN BUILT ENVIRONMENT AND NATURE...

Natural sites

Forests, water bodies, and wetlands with minimal impact from the built environment / industrial infrastructure



Nature within the vicinity of industrial Infrastructure

E.g., natural areas associated with mines / industrial operations, where the operator has decision-making authority

Built environment

Mines, industrial, property & infrastructure



L&T Core remediation environment



...CREATE VALUE FOR SOCIETY AND NATURE



Remediation of contaminated land to enable future use e.g. housing



Reduced use of natural resources by utilising industrial and production waste



Improving biodiversity and creating carbon binding solutions

Source: L&T management

LEADING POSITION IN A FRAGMENTED MARKET



Key competitors



REMEO



Key competitors



Sources: L&T management; Company financials; Eurostat; Statistics Finland; Statistiska Centralbyrån; 1) In Finland

OUR MARKET IS DIFFICULT TO ENTER AND BUILDING A STRONG POSITION REQUIRES SIGNIFICANT TIME AND EXPERTISE

REQUIRED CAPABILITIES



Established relationships & brand



Technical & regulatory expertise



Environmental permits



Operational scale



Capital investment needs

L&T ADVANTAGES

- **Market leader with a strong brand**
Up to 30-year customer relationships and long-term contracts¹⁾
- **Deep expertise in complex and tailored circular solutions**
- **Environmental permits portfolio ~3x current waste volumes**
- **Nationwide presence with a fleet of >1,200 vehicles and 58 sites¹⁾**
- **Well-invested infrastructure and state-of-the-art ICT systems**

Source: L&T management; 1) Customer relationship length and market position in Finland

SECTION HIGHLIGHTS



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