

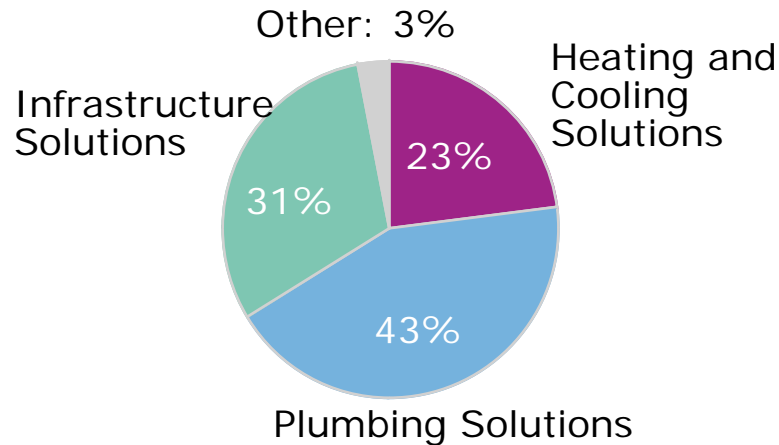
The image shows two men in professional attire and hard hats. One man is wearing a blue hard hat and glasses, while the other is wearing a purple hard hat. They are both looking upwards and to the right, holding and pointing at a set of architectural blueprints. The background is a blurred construction site with a tall building under construction and a crane.

Uponor

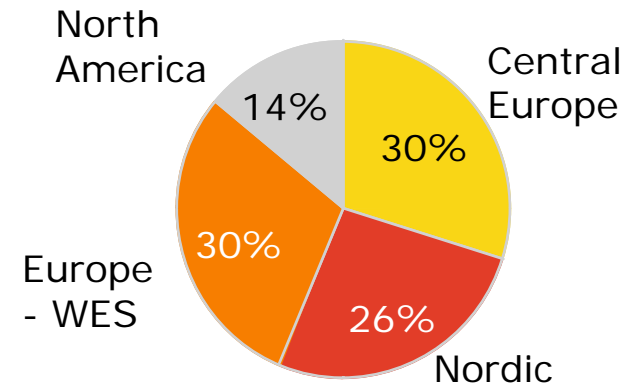
**Leading provider of
housing and
infrastructure solutions**

Uponor in brief

Business groups



Regions

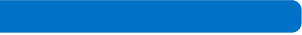


- Net sales for 2004: EUR 1,073 million
- Sales to 100 countries
- 18 factories in 11 countries
- Personnel: 4,500

Uponor's key developments in the 21st century

- Restructuring (Asko → Uponor) initiated in the 1990s has been finalised
- Listed company changed its name at the turn of 1999/2000 and changed focus on the plastic pipe business
- Strengthening of the plastic pipe business
- One Unified Uponor
 - Focus on businesses in which Uponor ranks 1st or 2nd
 - Housing solutions and infrastructure in key positions
 - Divestment of non-core activities
 - Company integration
 - Abandoning of the multi-brand/multi-channel concept; focus on the Uponor brand
 - Simplification and streamlining of organisational and production structure
 - Number of factories has fallen from 45 (2000) to 18 (2005)

Vision



To be a leading brand for housing and environmental infrastructure solutions...

...generating profitable growth in provision of these solutions

Renewed mission and values

Mission

“Partnering with professionals to create better human environments”

- *Installers, engineers, builders, distribution*
- *Together we create better environments in which to live, work and spend spare time*

Values

Values reflect what we stand for and define how we should behave to our partners and to each other.

Knowledge

Enabling

Most rewarding

Improving effectiveness

Committed

Current strategy rests on three pillars

Growth

Build on current platforms

- Grow essentially organically
- Increased focus on customers
- Enhance product offering through innovation
- Strengthen position in Europe

Corporate brand

Strengthening of the Uponor corporate brand

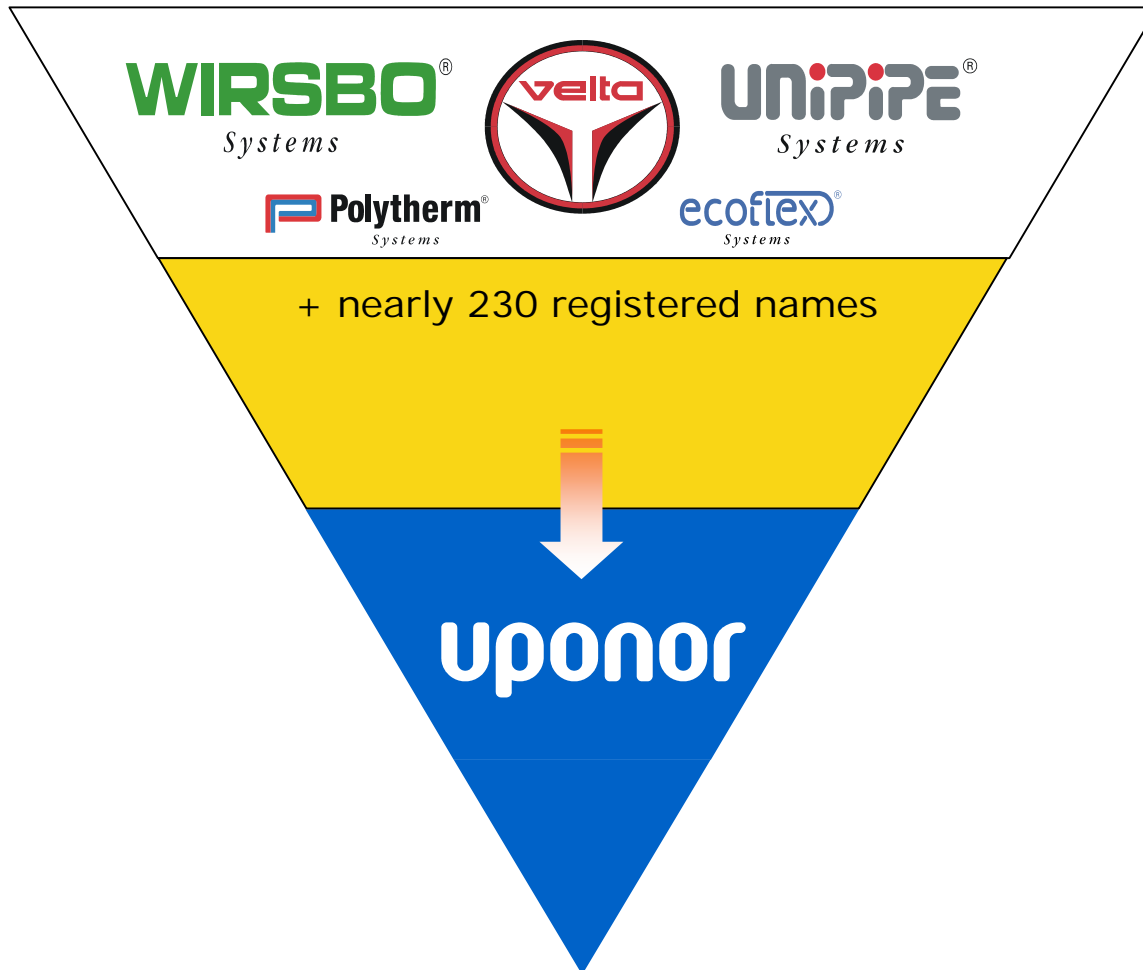
- Single brand strategy 2006 ->
- Unified culture
- Strengthen the image on the market
- Leverage the product portfolio

Operational excellence

Integrate the company

- Integrated processes incl. ERP system
- Competence transfer
- Leverage the supply chain

The new brand strategy focuses on the Uponor brand



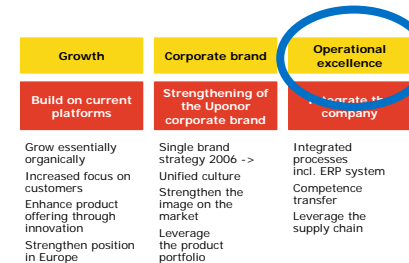
Brand: Single-brand strategy focuses on customer relationships

- A single-brand focus is a major strategic step
- A clear brand promise
- Increases company name visibility and recognition
 - Image-building opportunity
- Transfer to a single brand enables Uponor to
 - Harmonise its product and service range
 - Reduce overlaps and improve competitiveness and service
- Single brand enables more efficient marketing efforts and sales support



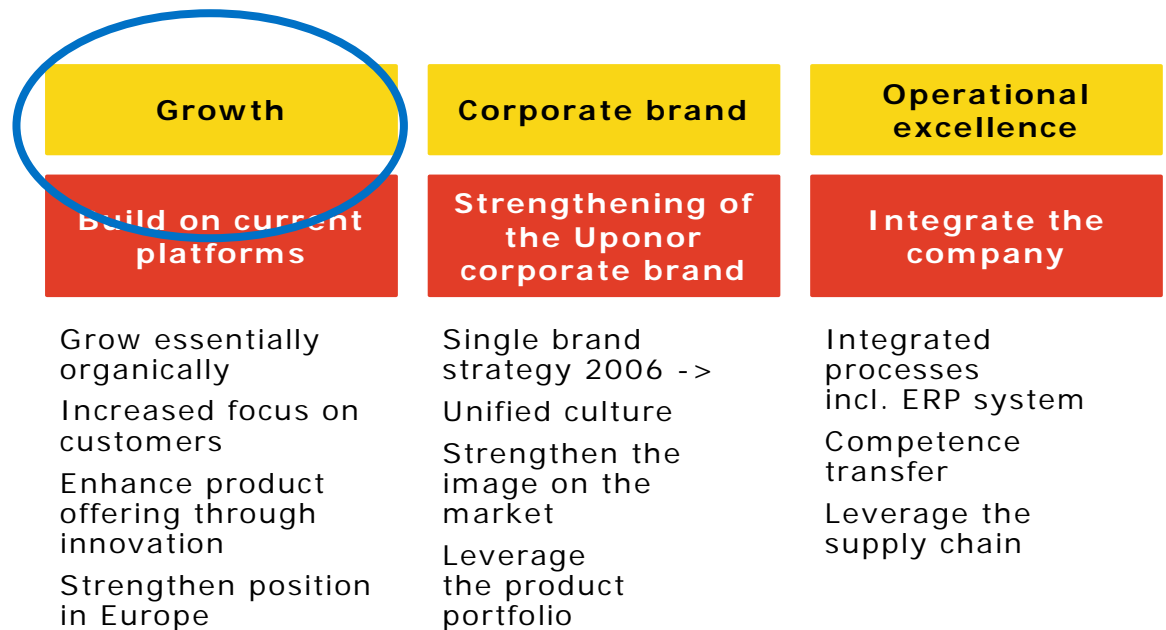
Operational excellence: company integration background and goals

- Strategic goal: improved profitability
- Group structure unification
 - Growth through acquisitions in the 1980s and 1990s, no efforts at unification
- Restructuring and integration increase internal logistics
 - Management of the common supply chain (ERP project, joint processes)
 - In-house knowledge transfer and utilisation
- Goal: to create a platform for future growth
 - Harmonisation of processes
 - Increased customer service efficiency
 - More efficient use of capital



New strategic measures support the third pillar – growth

- Company integration has been initiated and brand strategy has been revised
 - progress according to plan
- Platform for profitable growth has been created
- Goal: organic growth in present and new segments



Uponor focuses on three business groups

Business group market shares by Region	Housing solutions		Infrastructure
	Heating and cooling solutions ⁽¹⁾	Plumbing solutions ⁽²⁾	Infrastructure solutions
Proportion of Group net sales			
Nordic	● ● ●	● ● ●	● ● ●
Central Europe	● ● ●	● ●	●
Europe – West, East, South	● ● ●	● ●	● ● ● (UK & Ireland: gas & water)
North America	● ● ●	● ●	

● ● ● In top 1 or 2 ● ● In top 3 to 5 ● Market presence

(1: only hydronic floor heating systems
 (2: all materials considered)

Growth continues in Uponor's strongest segment, the single-family housing

Opportunities for organic growth continue good in the single-family segment

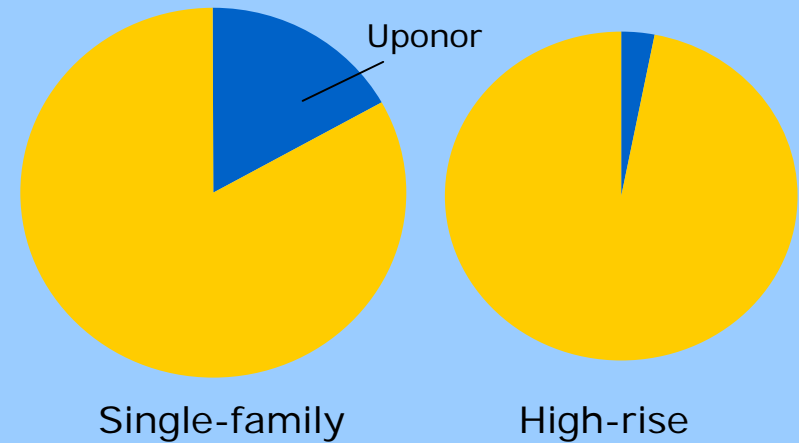
- Uponor's market position is strongest in underfloor heating for new single-family houses (market share ~30%)
 - Penetration continues in Europe and North America
 - Markets in which Uponor's position is still undeveloped
 - Renovation and modernisation solutions
- Plumbing for single-family houses a growing market
 - renovations and modernisations (share ~10%)

High-rise buildings, a promising new segment

- High-rise building market value exceeds 3/4 of the single-family house markets
 - Uponor has gained high-rise building experience from Europe and North America
- Markets nearly untouched, the share of plastic pipes still small
 - Both plumbing and underfloor heating significant

Uponor's position in underfloor heating and plumbing markets in key Uponor geographies

(pie size reflects total market size)



Uponor well-positioned to seize the high-rise opportunity

- Utilise Uponor's superior geographic coverage
- Adapt existing product and service offering
 - local /customer-specific building processes
 - local building standards and codes
- Go-to-market approach
 - resources and organisation
 - customer interface and customer service
 - supply chain processes
- Actions are being launched

Summary:

Targeting profitable organic growth

- Two strategic pillars: brand and operational excellence
 - Projects underway

- New strategic activities focus on the growth pillar
 - Growth in the single-family segment continues
 - Uponor will capture the good growth opportunity provided by the high-rise building segment in the longer term

Uponor
simply more

Heating and cooling solutions

Market situation

- Underfloor heating share of the total heating market: under 25% in Europe and under 5% in North America
- Market share of hydronic cooling systems still extremely small

Benefits of underfloor heating and cooling

- A comfortable and healthy living environment
- Energy savings
- Adaptability for a variety of environments

Uponor's strengths

- Forerunner in the industry and market leader
- An extensive network of trained designers and installers
- Offerings range from high-end residential solutions to commercial, industry, and outdoor applications



Underfloor heating system for Cathedral of Teruel (Spain)



Cooling system for Bangkok International Airport



Plumbing solutions

Market situation

- Market share for plastic and composite piping systems: nearly 50% but increasing constantly at the expense of metal piping

Benefits of plastic and composite systems

- Easy and rapid installation
- Reliable and safe use, with less water damage

Uponor's strengths

- Leading expert in plastic and composite piping systems
- Forerunner in the industry, with 30 years' experience
- An extensive network of trained designers and installers



Tap water system for Concord Pacific high-rise project (Vancouver)



Infrastructure solutions

Market situation

- Market share for plastic piping systems: about 50% but increasing constantly over that of other materials
- Uponor focusing on markets in Northern Europe and the UK & Ireland, where plastic penetration is clearly higher

Benefits of plastic piping systems

- Easy and rapid installation
- Reliable and safe, environmentally sound, low lifetime costs

Uponor's strengths

- Being a forerunner in the industry, with over 40 years' experience
- Solid expertise and technical support
- New solutions to meet new needs



Water pressure mains renovation in Stockholm Old City



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