

# Bærekraftig industri i Norge



## A story of growth....

Excellent people working in a unique corporate culture.....

....The Penguin Spirit

A long term strategy that stays firm...

....Focus on segments and growth

Unique geographical footprint accelerates growth.....

.....based on a strong position at home

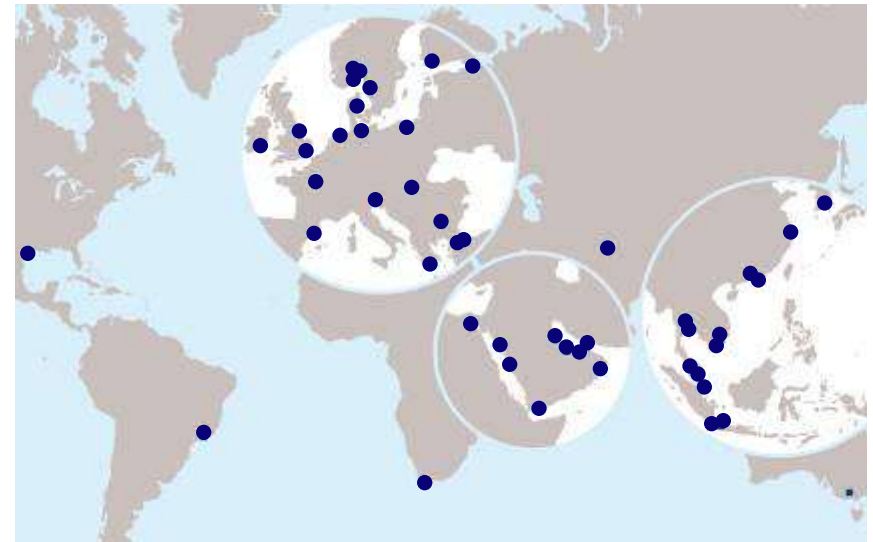
# Today's topic

- Jotun today - Global company
  - Corporate culture – The Penguin Spirit
  - People and Leadership
  - Strategy
- The importance of Norway.....  
.....and sustainable development

# Jotun – a global company....

.....with regional strongholds – Middle East, Asia and Scandinavia

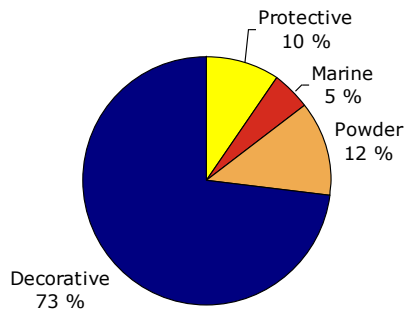
- Total sales USD 2,4 bill \*
- EBIT margin 11,2 %
- 9 largest paint company in the world
- 41 factories located on all continents
- 70 companies in 40 countries
- 8.600 employees
- Head office in Sandefjord, Norway
  - 2 divisions managed from Dubai



\* 100 % figures

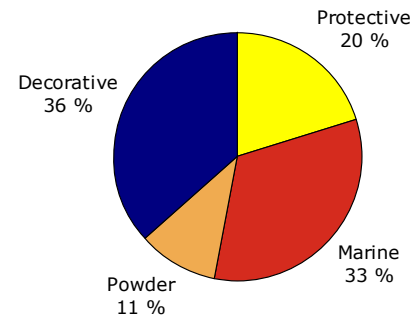
# Strong in selected segments and markets

Global market - our segments

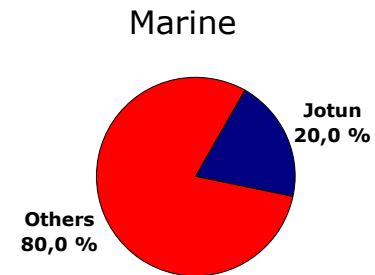
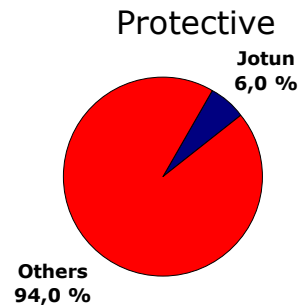
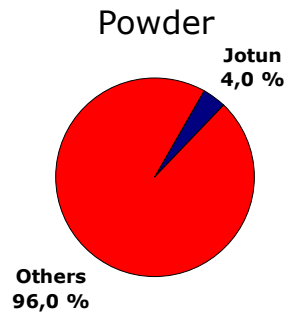
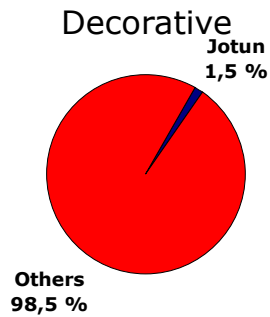


Market size : 80 bill USD

Global market - our sales

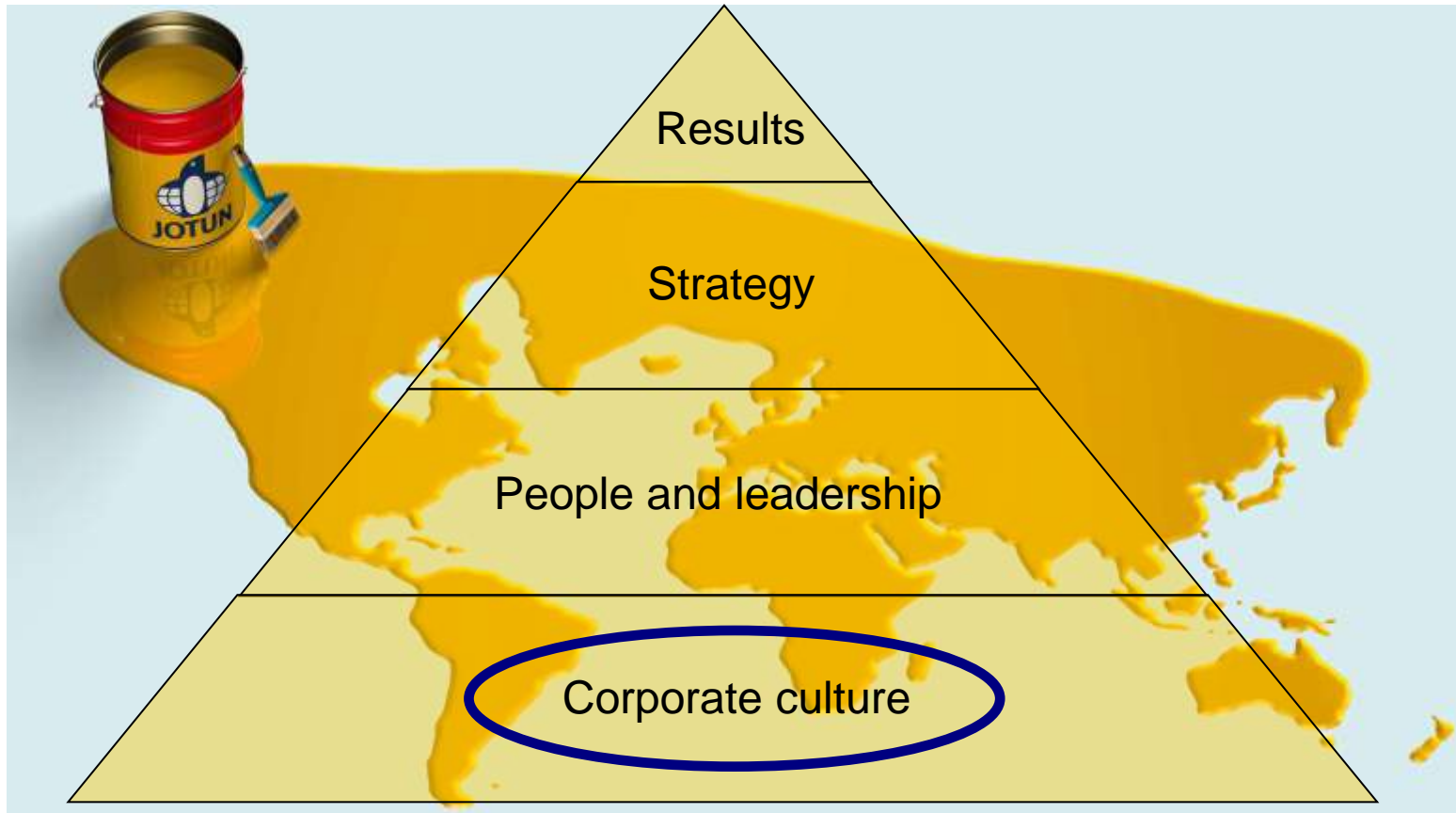


Jotun sales : 2,4 bill USD





# The importance of company culture



# Jotun Protects Property



Loyalty



Care



Respect



Boldness

# The importance of people and leadership.....





## Initiatives to handle culture.....

- Give challenges to young people
  - “throw them on deep water”
- Management position on 3 – 5 year basis
- Top Management
  - cross function/ -region/ - segment
- Focus on improvement – not budgets
- Internal competence building
- Have fun.....



# Strategy – simple and easy to communicate.....



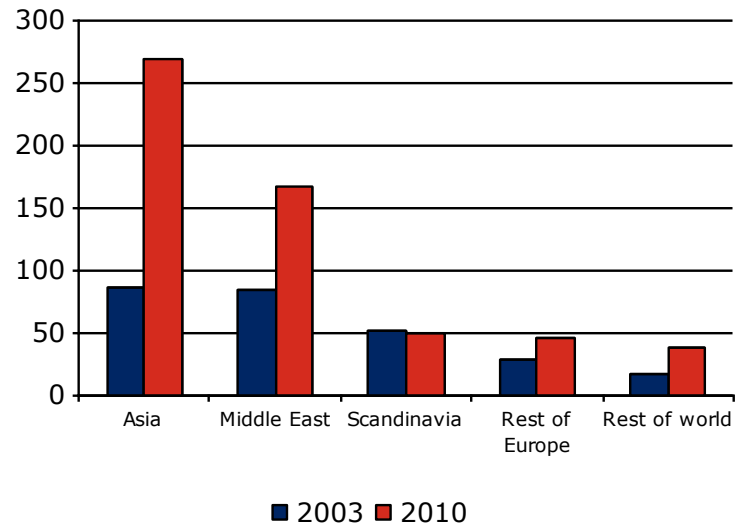
# A simple strategy that stays firm

- The strategy is based on the present portfolio of business
  - Powder
  - Marine
  - Protective
  - Decorative
- Organic growth
  - Existing markets
  - New markets
- Differentiated approach

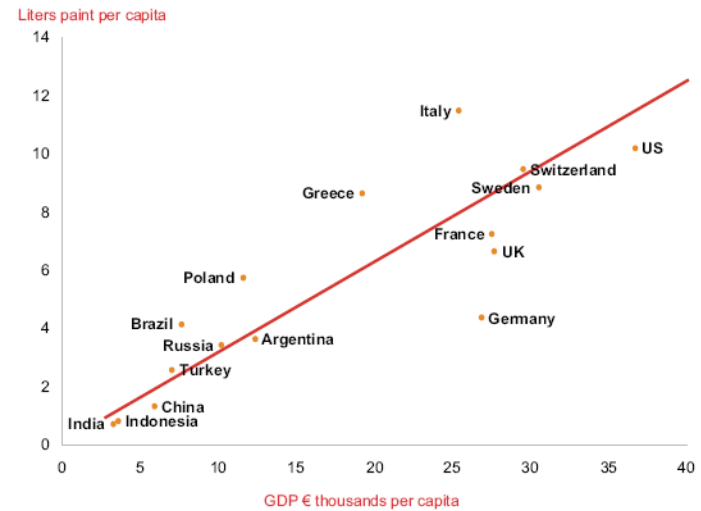


# Growth characteristics – future opportunities

Volume development per region



Market "logic"



# Sustainable development from Norway

- Build strong culture
- Strong home market
- Control technology
- Educate and prepare people
- Business clusters
- Ownership





# Sustainable development.....

- Finance and Corporate Responsibility goes hand in hand
- Continues to invest in strong home base
- Investing 500 mill NOK in state of the art manufacturing in Norway
- Develop people
- Cluster
  - Oil & Gas and shipping

# The new factory at Vindal, Norway

- More efficient
- Reduced internal transport
- New processing and production technology
  - Reduction of process loss
  - Reduced destruction of obsolete products



# Introducing GreenSteps

- Part of Jotun Corporate Responsibility program
- The journey to a greener and colorful world begins with a step
- Jotun contributes to the environment by offering coatings that protect property from wear and tear
- Jotun takes steps to protect property and the world around it



Reducing  
VOC emissions



Reducing  
hazardous  
materials



Reducing  
energy  
consumption



Reducing  
carbon  
footprint



Reducing  
waste

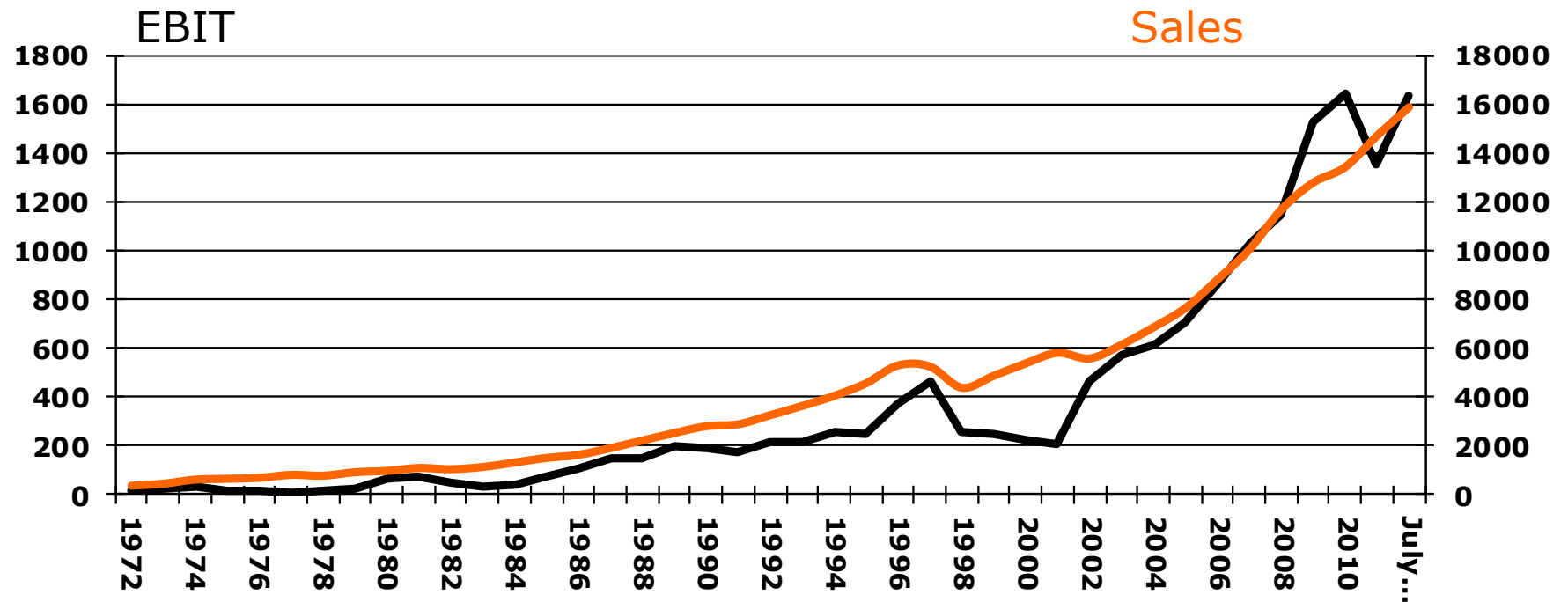
# Key success factors

- The penguin spirit
- Leadership / People
- Strategy
- Technology
- Ownership





# Sales and EBIT development



100 % of JVs and associated companies





**Jotun Protects Property**