

# **AEB North-Western Regional Committee/Construction & Real Estate Subcommittee**

## **Market of Building Materials in the North-Western Federal District: tendencies and forecasts**

***31 March, 2016***

***Consulate General of Finland, St. Petersburg***

**Gold sponsors:**

**EKE**

**YIT**

# **Andrei Hitrov**

**Chairman, AEB North-Western  
Regional Committee's  
Construction & Real estate  
Subcommittee**

**Opening Remarks**

# **Maxim Kiselnikov,**

## **Committee on Economic Development and Investments of Leningrad Region**

# **Timo Mikkonen,**

## **Oras**







AEB North-Western Regional Committee  
Construction and Real Estate Sub-committee

“Market of Building Materials in the North-Western  
Federal District: tendencies and forecasts”

Latest Development of Faucet Markets (Sanitary fittings)  
Oras Timo Mikkonen

**March 31<sup>st</sup>, 2016**

Water Is Worth Loving.





- Oras Group facts

Two strong brands – together more than **100 years of experience**



Hansa – founded in 1911  
Oras – founded in 1945



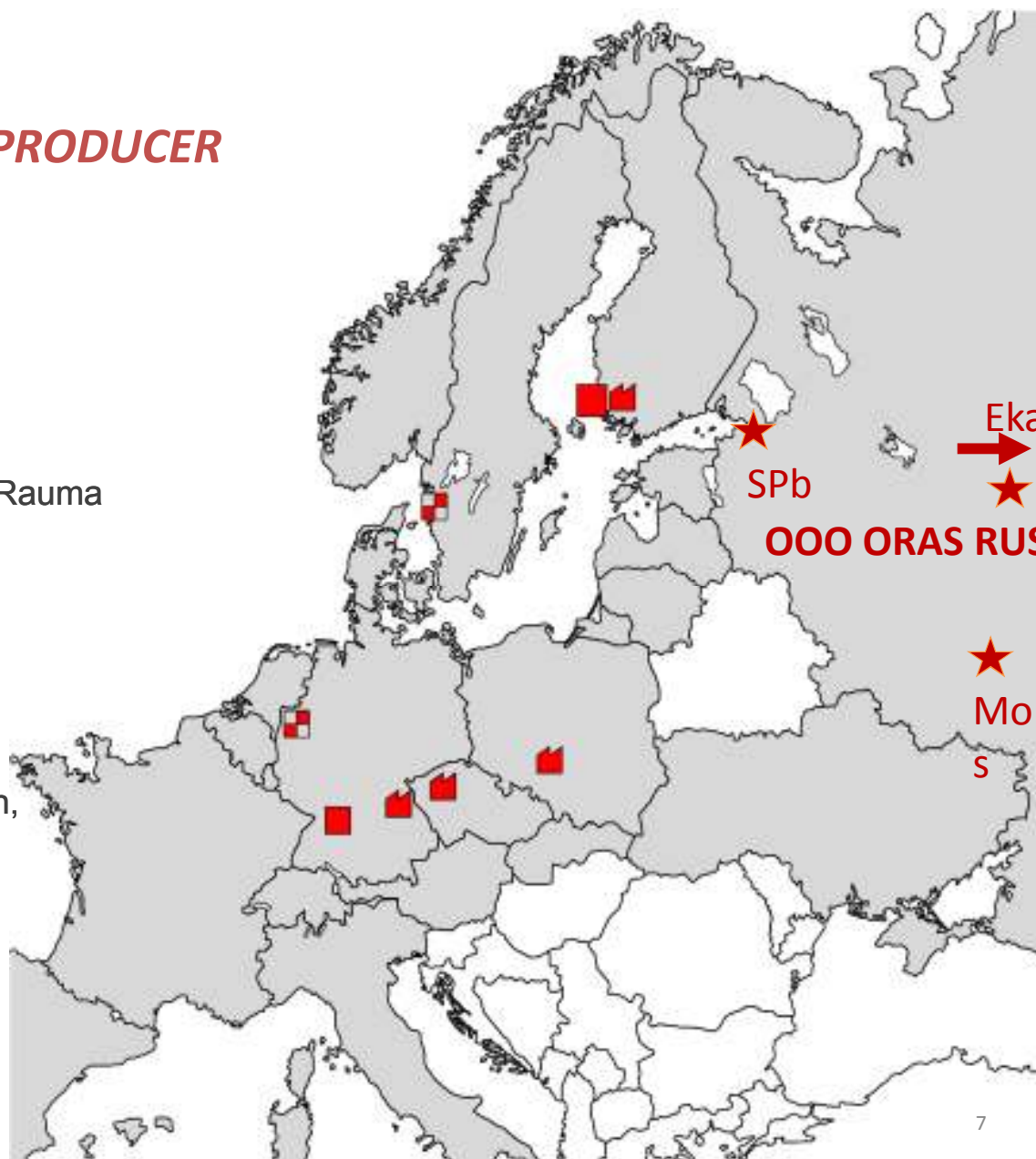
Oras Group  
net sales 2015: **245 M€**  
Personnel at the  
end of 2015: **1370 people**



- Oras Group facts

## *ORAS IS EUROPEAN FAUCET PRODUCER*

-  **Oras Group head office:** Rauma
-  **Office staff organizations:**  
Rauma, Stuttgart
-  **Production (4):**  
Burglengenfeld, Kralovice, Olesno, Rauma
-  **Logistics centres (3):**  
Gothenburg, Duisburg
-  **Own sales force (20):**  
Germany, Finland, Austria, Norway,  
Belgium, Denmark, Sweden,  
France, Russia, Czech Republic,  
Poland, the Netherlands, Italy, Spain,  
Estonia, Lithuania, Switzerland,  
Ukraine, Latvia, Slovakia
-  **Sales offices in Russia in Moscow,  
St. Petersburg and Ekaterinburg**





- **Oras in Russia**

- General information

- Oras has been sold in Russia over 35 years
- Oras used to work with the Representative office, but in 2015 OOO ORAS RUS was established
- Sales organization in Russia targetting to Moscow, St. Petersburg and other major cities (>1M) in Russia
- Logistics center in St. Petersburg
- 600 professional points of sales in Russia

- Targets for the future in Russia

- To strengthen position at the markets in various sales channels by local sales company
- To launch "suitable" products for Russian markets
- To explore the feasibility of the local production





- **Faucet Markets in Russia**

- Before the crises:
  - Faucet Markets in retail prices worth >500 million EUR
  - 24 million Faucets are sold annually
  - Markets fragmented: There are several hundreds of brands available in Russia
    - Major European brands rule the High and Middle segment
    - Chinese brands rule the Low segment

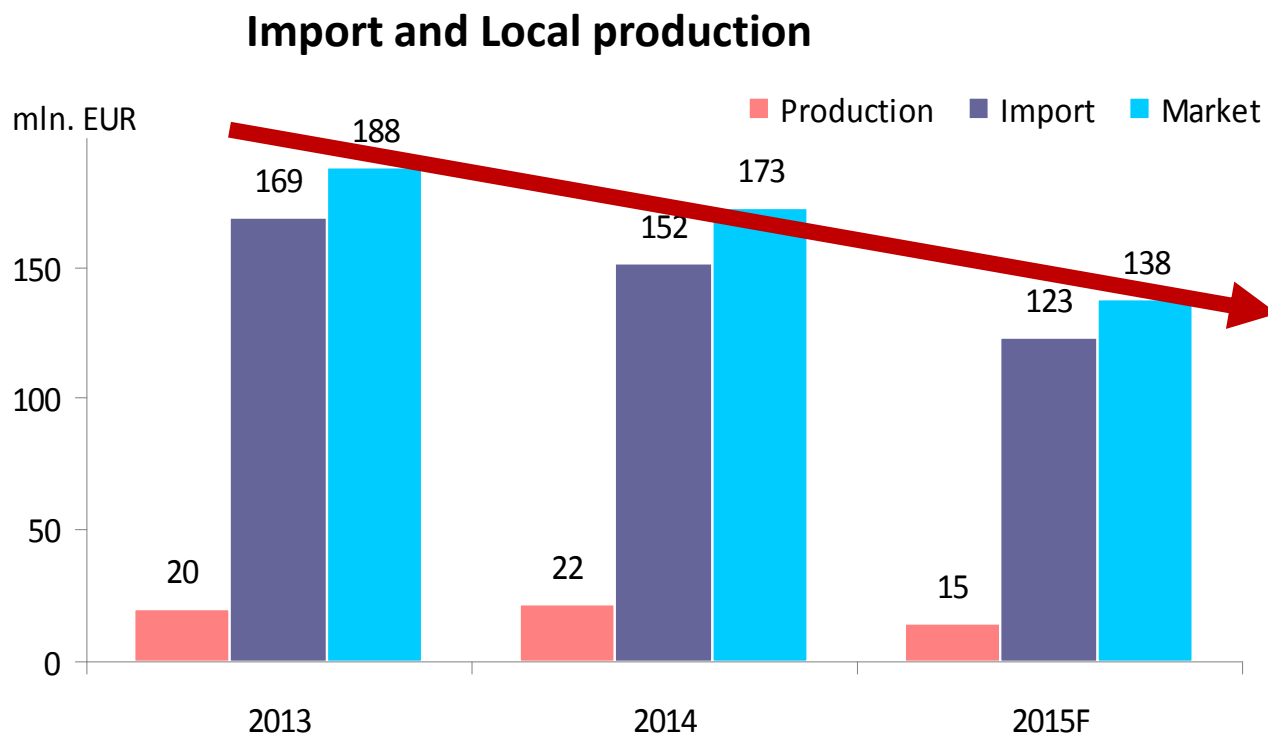


- **Main Sales Channels**

- The main sales channels for faucets and sanitary fittings are
  1. DIY
  2. Local professional sanitary shops and outlets
  3. Project sales (B-to-B)
- E-Commerce is applied by most of the market players in all market channels and it is growing in importance



- Faucet markets in Russia 2013 – 2015 / In EUR



**Table 1.1.1** Dynamics of faucets market volume in monetary terms (thous.EUR)<sup>[1]</sup>

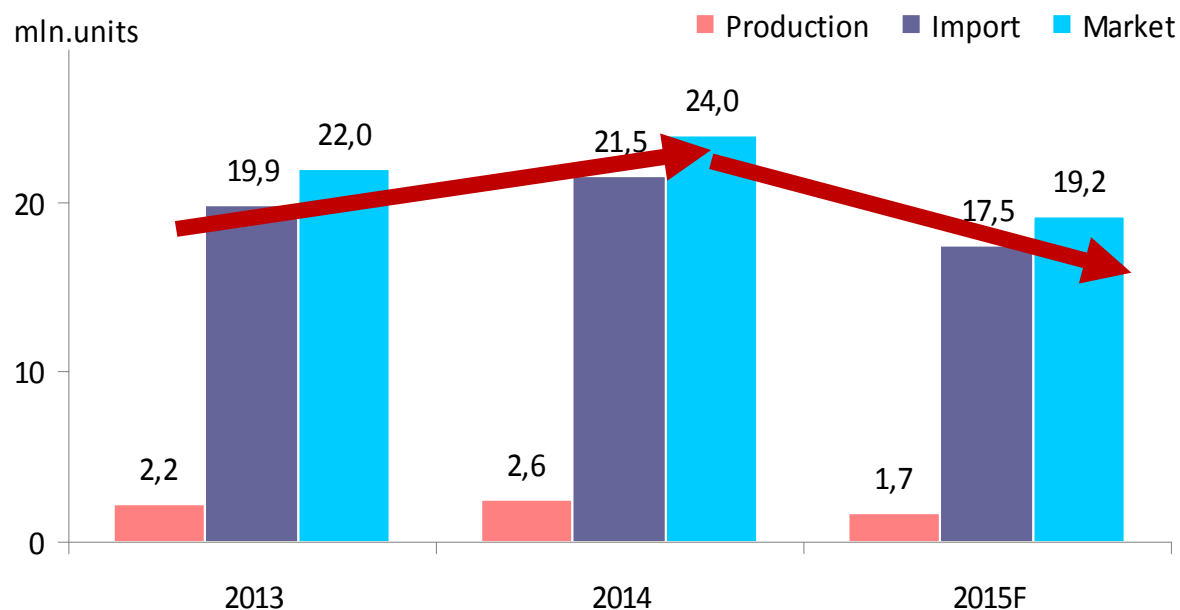
Source: Customs statistics, Rosstat

| Indicator            | Value, thous.EUR |                |                | Market share, % |             |             |
|----------------------|------------------|----------------|----------------|-----------------|-------------|-------------|
|                      | 2013             | 2014           | 2015F          | 2013            | 2014        | 2015F       |
| Production in Russia | 20 020           | 21 500         | 14 868         | 10,6%           | 12,5%       | 10,8%       |
| Import               | 168 876          | 151 704        | 123 404        | 89,6%           | 87,9%       | 89,5%       |
| Export               | 495              | 620            | 415            |                 |             |             |
| <b>Market</b>        | <b>188 401</b>   | <b>172 584</b> | <b>137 857</b> | <b>100%</b>     | <b>100%</b> | <b>100%</b> |

<sup>[1]</sup> value in custom declared prices (hereinafter)



- Faucet Markets in Russia / In Pieces



**Table 1.1.2** Dynamics of faucets market volume in natural terms (thous. units)

Source: Customs statistics, Rosstat

| Indicator     | Quantity, thous. units |               |               | Market share, % |             |             |
|---------------|------------------------|---------------|---------------|-----------------|-------------|-------------|
|               | 2013                   | 2014          | 2015F         | 2013            | 2014        | 2015F       |
| Production    | 2 200                  | 2 560         | 1 739         | 10,0%           | 10,7%       | 9,1%        |
| Import        | 19 853                 | 21 545        | 17 473        | 90,4%           | 89,7%       | 91,1%       |
| Export        | 85                     | 88            | 42            |                 |             |             |
| <b>Market</b> | <b>21 967</b>          | <b>24 017</b> | <b>19 170</b> | <b>100%</b>     | <b>100%</b> | <b>100%</b> |



# • Faucet Market Development in 2013-2015

- Values in Retail prices

| Brand                | 2013           |                  |                  | 2014           |                  |                  |                 |                  | 2015F          |                  |                  |                 |                  |
|----------------------|----------------|------------------|------------------|----------------|------------------|------------------|-----------------|------------------|----------------|------------------|------------------|-----------------|------------------|
|                      | Value, th.Euro | Volume, th.units | Price, Euro/unit | Value, th.Euro | Volume, th.units | Price, Euro/unit | Value change, % | Volume change, % | Value, th.Euro | Volume, th.units | Price, Euro/unit | Value change, % | Volume change, % |
| European Brands      | 176 787        | 3 329            | 53,1             | 148 243        | 2 924            | 50,7             | -16,1%          | 12,2%            | 117 481        | 2 009            | 58,5             | -20,8%          | -31,3%           |
| Russian Brands       | 39 600         | 2 200            | 18,0             | 43 520         | 2 560            | 17,0             | 9,9%            | 16,4%            | 24 346         | 1 739            | 14,0             | -44,1%          | -32,1%           |
| Chinese Brands       | 265 074        | 13 637           | 19,4             | 282 950        | 15 086           | 18,8             | 6,7%            | 10,6%            | 195 418        | 11 891           | 16,4             | -30,9%          | -21,2%           |
| Other Various Brands | 50 364         | 2 850            | 17,7             | 60 578         | 3 502            | 17,3             | 20,3%           | 22,9%            | 50 321         | 3 563            | 14,1             | -16,9%          | 1,8%             |
| <b>TOTAL MARKET</b>  | <b>531 827</b> | <b>22 016</b>    | <b>24,2</b>      | <b>535 291</b> | <b>24 072</b>    | <b>22,2</b>      | <b>0,7%</b>     | <b>9,3%</b>      | <b>387 567</b> | <b>19 203</b>    | <b>20,2</b>      | <b>-27,6%</b>   | <b>-20,2%</b>    |

- Crisis has decreased all sales also including Chinese brands
- Sales of European brands started to melt already in 2014
- Russian production went down, also despite the discussions of the substitution of Imports





- Story about the substitution of Imports...

| #                               | Producer                                        | 2013          | 2014          | 2015F         | Share, %<br>(2015) |
|---------------------------------|-------------------------------------------------|---------------|---------------|---------------|--------------------|
| <b>Russian Domestic Players</b> |                                                 |               |               |               |                    |
| 1                               | CS "Centr Sanitary", Podolsk, Russia            | 6 650         | 7 237         | 5 840         | 4,2%               |
| 2                               | OJSC SanTechPribor, Kazan', Russia              | 2 757         | 2 657         | 1 080         | 0,8%               |
| 3                               | OJSC Neptun, Stavropol', Russia                 | 2 272         | 2 756         | 950           | 0,7%               |
| 4                               | LLC Arkon, Tula, Russia                         | 1 164         | 1 415         | 1 780         | 1,3%               |
| 5                               | LLC Sanlit-T, Saint-Petersburg, Russia          | 1 459         | 1 017         | 780           | 0,6%               |
|                                 | <b>SubTotal on TOP Russian Domestic Players</b> | <b>14 302</b> | <b>15 083</b> | <b>10 430</b> | <b>7,5%</b>        |

**"Visit to Sanlit-T..."**

**Ksenia Zemskova,**

**HeidelbergCement Russia**



Association  
of European  
Businesses

# Igor Levchenkov,

## ROCA

# Роса Group в России и в мире

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ROCA GROUP

# Основные сферы деятельности

Санитарная керамика



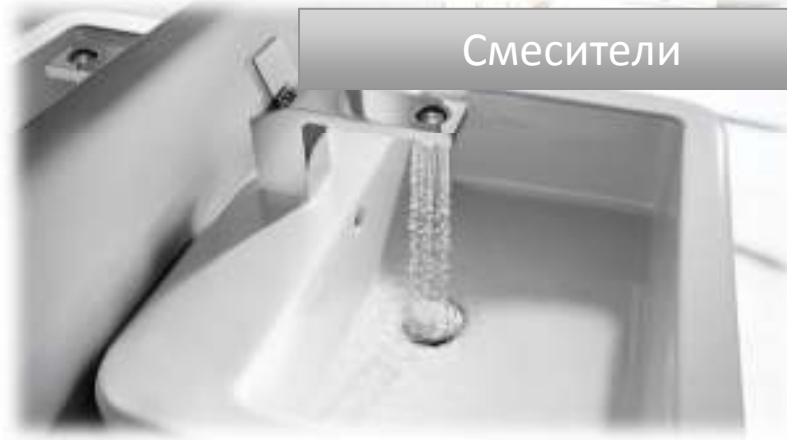
Ванны



Мебель



Смесители



# Группа Роса сегодня

Мировой лидер в  
сегменте товаров  
для ванной комнаты.

Представленность на **135**  
рынках по всему миру.

**Лидер** в Европе,  
Южной Америке,  
Индии и России.



**Сильная**  
представленность  
в Китае, Ближнем  
Востоке, Африке и  
Австралии.

**21,000 сотрудников**  
по всему миру.



# Международное присутствие

Расположение заводов

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**ЕВРОПА (45)**

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**АЗИЯ(17)**

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**ЛАТИНСКАЯ АМЕРИКА(12)**

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\* Также 2 завода компании в Африке

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ROCA GROUP



# Роса в России

7 Заводов



**Тосно** (Ленинградская область):  
керамические изделия

**Воротынск** (Калужская область):  
керамические изделия



**Чебоксары**  
(Чувашская республика):  
керамические изделия,  
акриловые ванны



## Россия



|           |   |
|-----------|---|
| Roca      |   |
| Тосно     | 1 |
| Santeri   |   |
| Воротынск | 1 |
| Santek    |   |
| Чебоксары | 3 |
| Акватон   |   |
| Давыдово  | 2 |

**Давыдово**  
(Московская область):  
мебель для ванной  
комнаты, раковины из  
литьевого мрамора

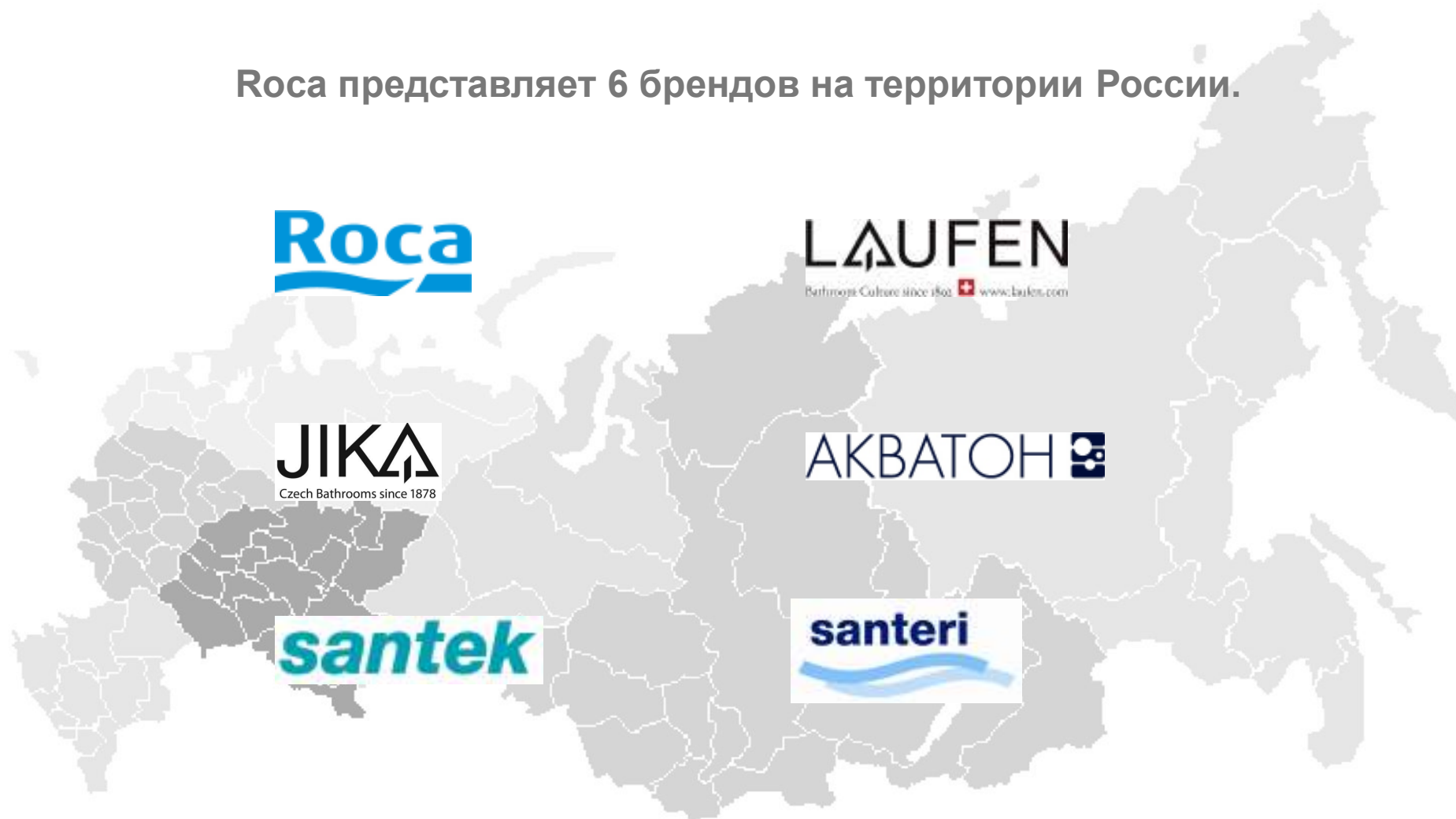


ROCA GROUP

# Присутствие в России



Роса представляет 6 брендов на территории России.



ROCA GROUP

# Ключевые проекты

## Спортивные сооружения

- Объекты XXII Зимней Олимпиады в Сочи-2014
- XI Паралимпийские игры в Сочи-2014
- «Открытие Арена» - домашний стадион московского футбольного клуба «Спартак», включен в площадки Чемпионата мира 2018



ROCA GROUP



# Ключевые проекты

## Спортивные сооружения

- VTB Ice Palace Moscow (Legends Arena) - IIHF World Championship will take place in 2016: Laufen, Jika
- Hilton Batumi Hotel 5\* (Georgia): Laufen



# Ключевые проекты

## Аэропорты

- Kurumoch International Airport (Samara):  
Laufen and Jika in technical zones



# Ключевые проекты: отели

- Санаторий «Сочи» (Сочи)
- Санаторий им.Фрунзе (Сочи)
- Hilton Garden Inn (Калуга)
- Lancaster Cort Hotel (Санкт-Петербург)
- Пансионат «Балтиец» (Репино, ЛО)
- Novotel Москва Центр (Москва)
- «Урал» (Пермь)
- Grand Marriott Hotel (Moscow)



Сочи



Правда



Lancaster Cort Hotel



Novotel Москва Центр

Полярная звезда

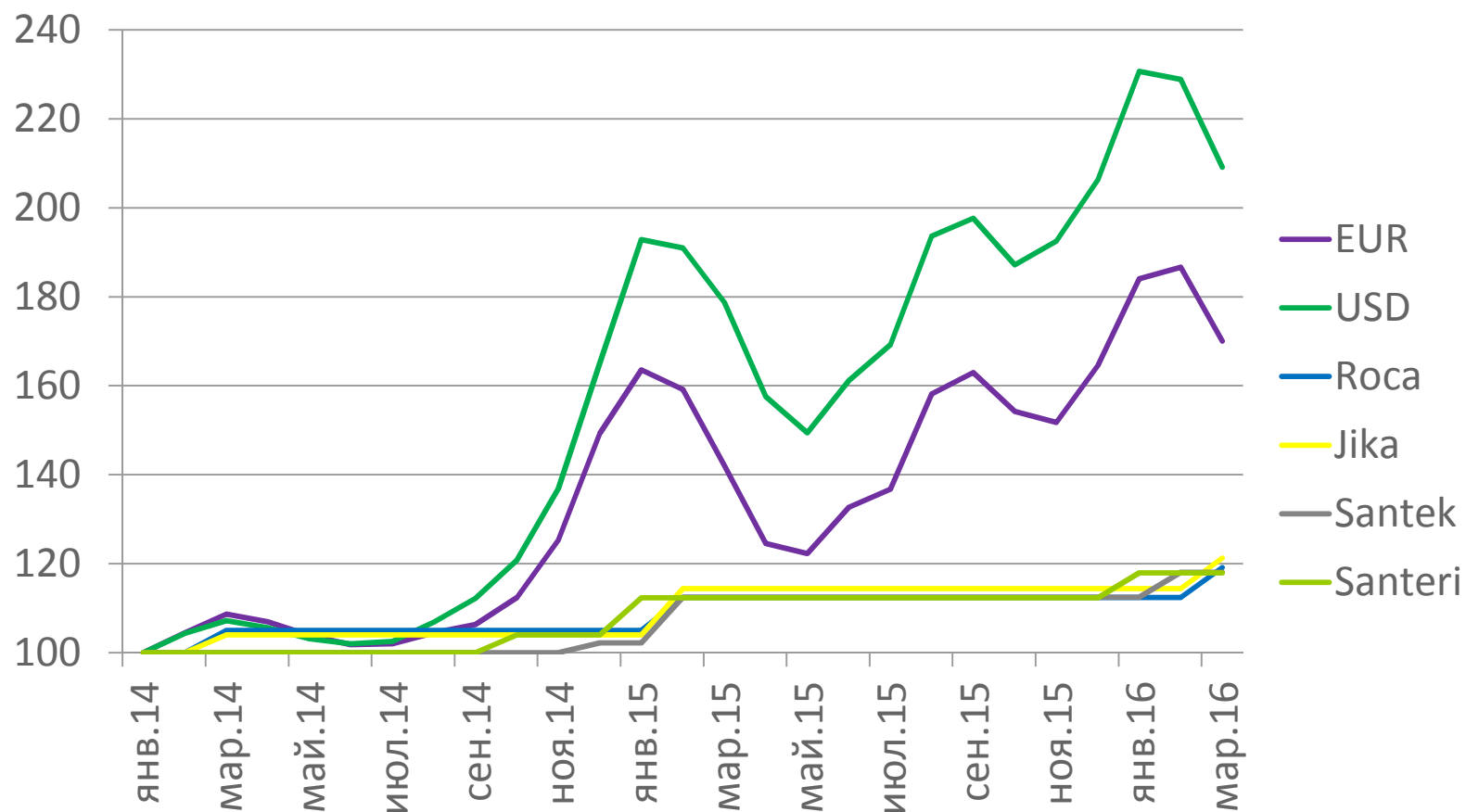


Урал



# Динамика цен Роса

В сравнении с курсами валют





# Организация снабжения

## Основополагающие принципы

---

### Правила закупок

- Прозрачность процесса выбора поставщиков;
- Использование объективных критериев выбора поставщиков;
- Соблюдение принципов корпоративной этики при организации снабжения;
- Унификация коммерческих условий внутри группы Roca;
- Жёсткая система контроля качества;
- Совместная работа с поставщиками по развитию сотрудничества;
- Периодическая оценка взаимодействия с поставщиками и пересмотр коммерческих условий;
- Использование системы консигнационного запаса с основными поставщиками.



**PROCUREMENT RULES**

# Организация импортозамещения

## Прямое импортозамещение

---



### Преимущества :

- ✓ быстрый результат
- ✓ получение низких цен
- ✓ короткие сроки поставок
- ✓ отсутствие политических рисков

### Недостатки:

- ✓ сложность в наличии готовых решений
- ✓ необходимость адаптации производства
- ✓ средний уровень качества

### Roca case:

замена немецкого сырья на российское: экономия в годовом выражении 2 700 kRUB

# Организация импортозамещения

## Побуждение к локализации

---



### Преимущества :

- ✓ получение низких цен
- ✓ короткие сроки поставок
- ✓ гарантии качества

### Недостатки:

- ✓ длительность реализации (от 1 года)
- ✓ страх работы в России
- ✓ сложность полной локализации
- ✓ необходимость оказания поддержки

### Roca case:

Локализация производства европейских комплектующих: открытие завода в июне

# Организация импортозамещения

## Распределение финансовых последствий



Фиксация цен в рублях  
Введение специальных цен для российских компаний  
Изменение ценообразования на схема Cost + Mark up  
Транспарентное ценообразования в зависимости от объективных параметров

### Преимущества :

- ✓ сдерживание роста цен
- ✓ гарантии качества

### Недостатки:

- ✓ долгие сроки поставки
- ✓ сильная зависимость от валютных колебаний

Roca case:  
Поставки комплектующих с высокой зависимостью от импортных компонентов



1889

2014

ТОРРЕ ЭЙФЕЛЬ ОТ ROCA

125 лет спустя мы возвращаем  
Эйфелевой башне ее оригинальный цвет.

## 1-Й ЭТАЖ – FERRIÉ PAVILION



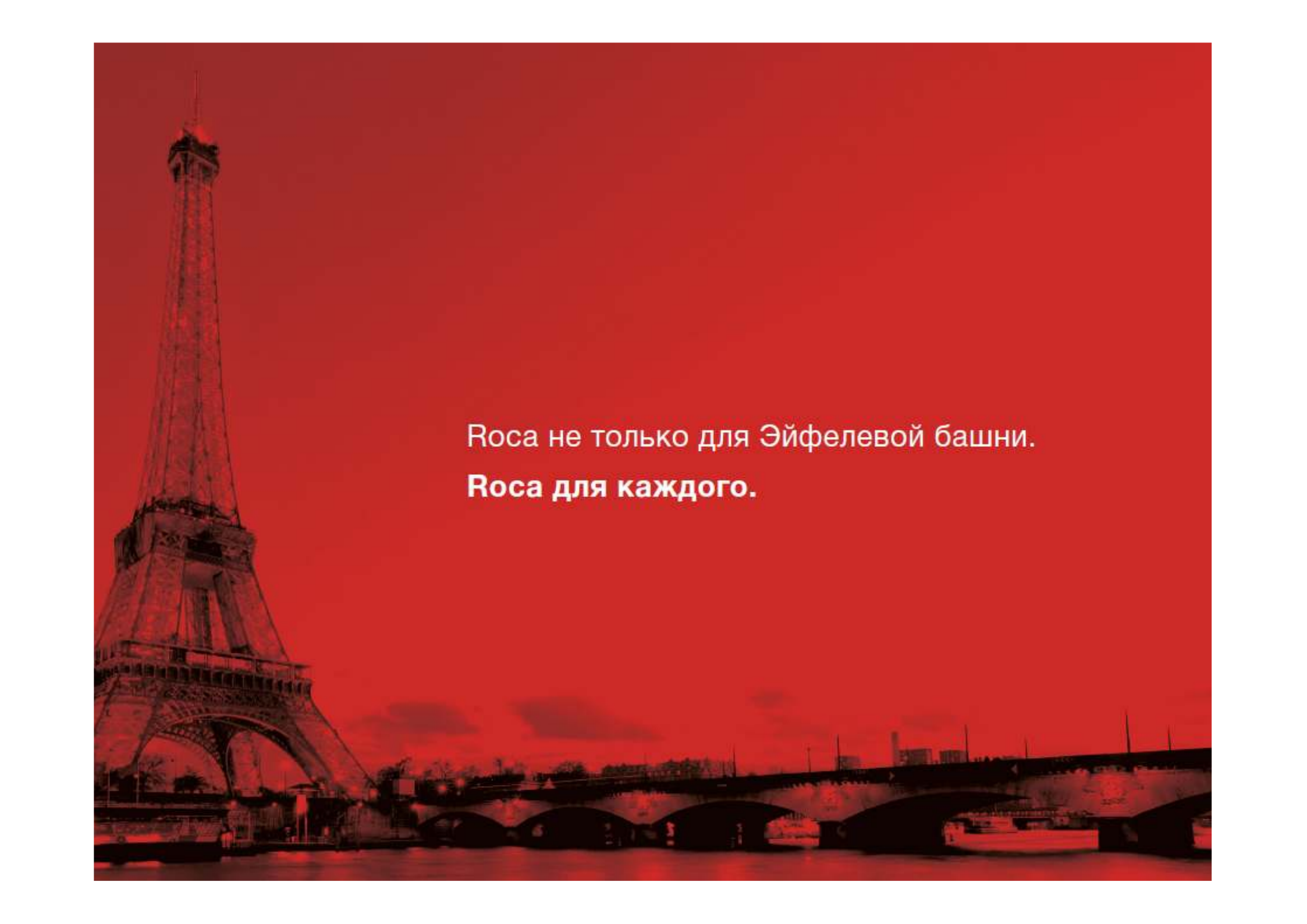
Вход в туалетную комнату





1-Й ЭТАЖ – THE EIFFEL PAVILION



The image is a full-page background photograph of the Eiffel Tower and a bridge over the Seine river in Paris. The entire image is overlaid with a solid red color. The Eiffel Tower is on the left side, and a bridge with multiple arches is visible in the lower right. The text is centered in the middle of the image.

Роса не только для Эйфелевой башни.  
**Роса для каждого.**



Association  
of European  
Businesses

# Kimmo Leimola,

## Rudus



AEB North-Western Regional Committee  
March 31st 2016



- Founded in 1984
  - Plant in Finland, Kotka and Russia, Vyborg
  - "Elpo element" annual sales 20,000 pcs
  - Supplies to 300 locations per year
  - Part of Rudus Group since 2006
- Concrete pipe-riser unit
  - HVAC concrete element
  - Taylor-made
  - Multi-storey residential buildings
  - Widely used in Finland







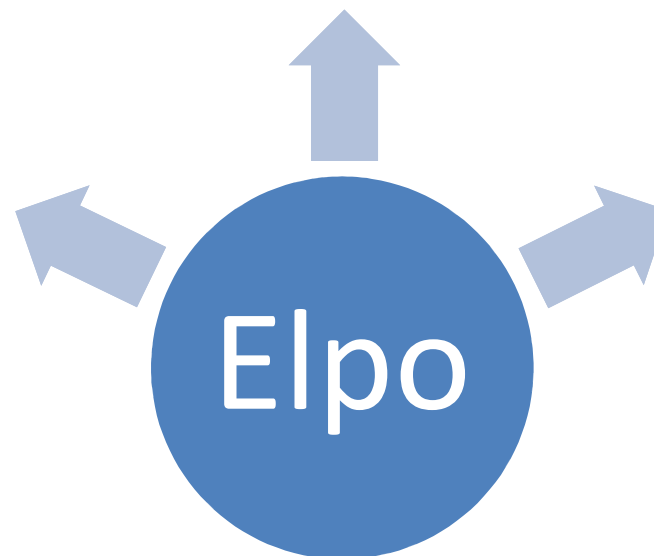
**Developer  
Investor**



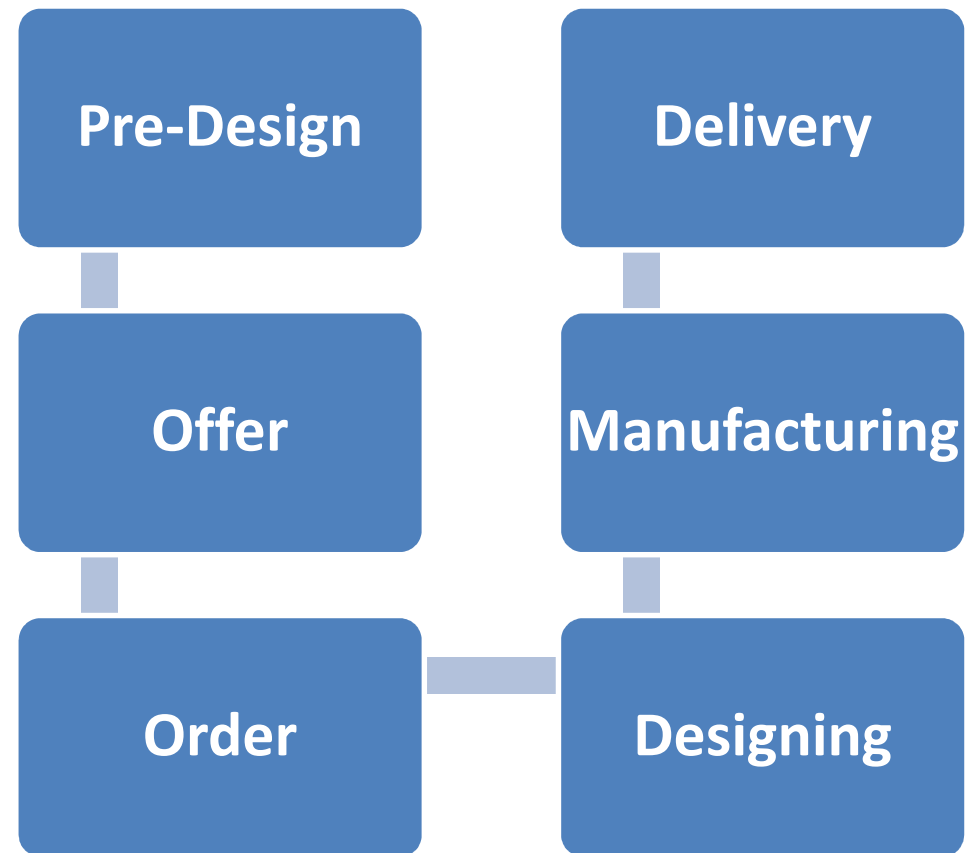
**Designer**  
(Architect, HVAC,  
Construction )



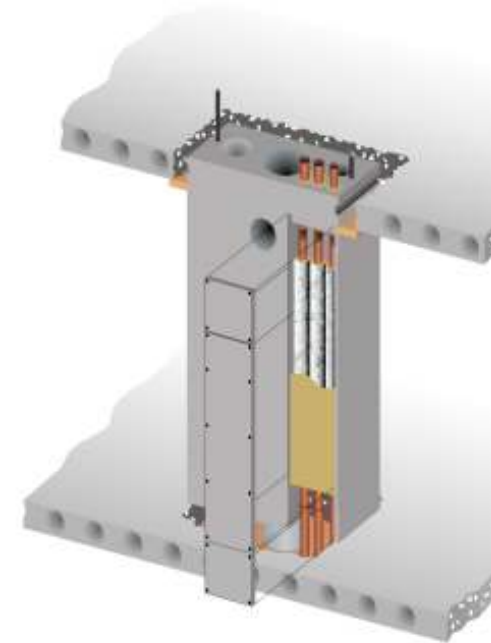
**Contractor  
(Customer)**







- HVAC element / Elpo element
  - Solid concrete frame
  - Taylor-made
  - Fast to install
  - Noise reduction. Comfort of living
- Costs savings & Benefits in construction
  - Speed up construction
  - More living space
  - Lower material costs
  - Environmental benefits



- Elpo Designing
  - Experienced team
  - Cooperation with architects & other designer
  - Instructions to production department
- Elpo Production
  - High quality materials
  - Efficient production process
  - Quality control
  - Safety is high level



## Case Study: New Plant in Russia / Vyborg

- Elpo elements exported to SPb market since 2005
  - Significant market for Elpotek
  - Growing residential construction volumes
  - Previous sales from Kotka. No local presence in SPb
- Rudus commitment to Russia market export via sustainable
  - Transportation costs (Kotka – SPb) decreases
  - Customs duties 15% are excluded
  - Currency risks are excluded
  - Limited Kotka plant capacity to meet SPb demand



## Case Study: New Plant in Russia / Vyborg

- New plant in Vyborg launched in February 2016
  - Capacity enabling growth in Russia sales
  - Proximity to clients -> better service
  - Savings in transportation costs & customs duties
  - No currency risks for clients
- Potential further development
  - Vyborg plant capacity upgrade
  - Elpo elements to Central Russia
  - Russia residential construction market growth





**Thank You**





# Evgeniy Zenin,

**YIT**





# Procurement in New Economic Environment

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Yevgeny Zenin,

Procurement Director, YIT Housing  
Russia



[yitgroup.com](https://yitgroup.com)

# YIT Group

## Our services:

**Housing Finland and CEE:** housing, leisure homes, regional development

• *Finland, Estonia, Latvia, Lithuania, Czech Republic, Slovakia, Poland*

**Housing Russia:** housing, leisure homes, regional development

• *Russia*

**Business premises and Infrastructure:**

offices, retails, logistic centers, production facilities, storages, public buildings, roads, bridges and cavern facilities.

• *Finland, Russia, Estonia, Latvia, Lithuania, Slovakia*

In 2014, our revenue amounted to around **EUR 1.8 billion**.

YIT has more nearly **6,000 employees**.

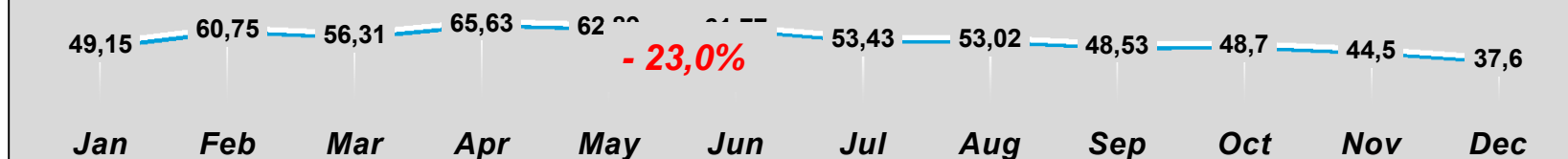
YIT's shares are listed on NASDAQ OMX Helsinki.

**More than 100 years of experience**

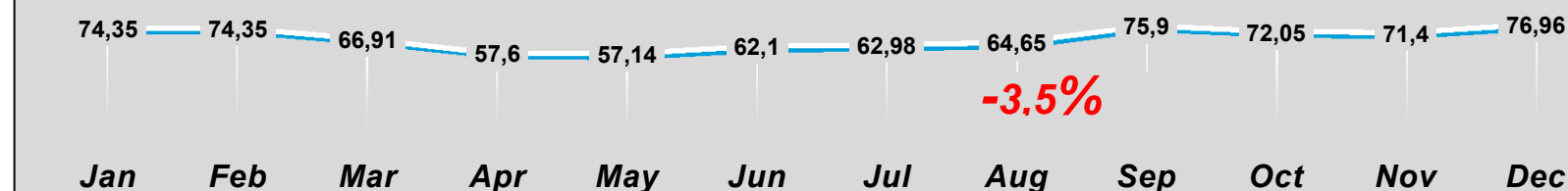


# Key Factors of Russian Economy and Construction Market in 2015

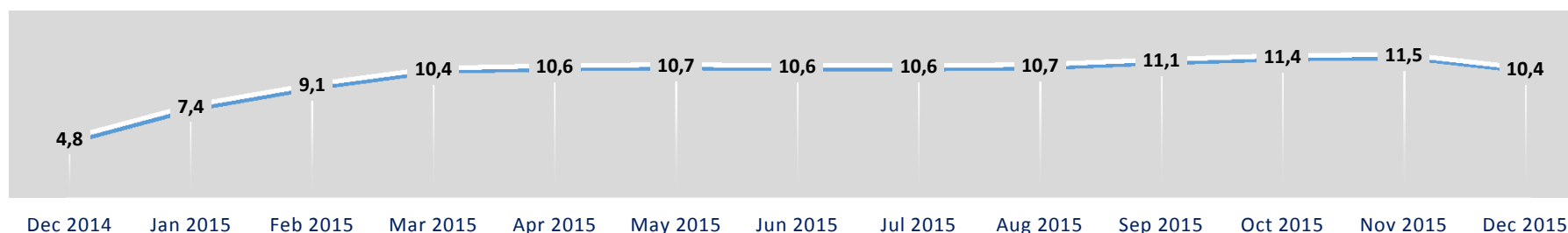
**CRUDE OIL BRENT PRICE DECREASE IN 2015, \$**



**RUR DEVALUATION IN 2015, P/€**



**INFLATION IN CONSTRUCTION MATERIALS IN RUSSIA (% , Y-O-Y)\***



# Results of Monitoring Key Construction Materials by YIT in 2015

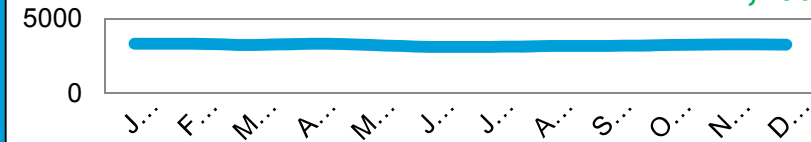
**Rebar, d 12-20, A500C**

**-23,5%**



**Concrete, B25 F50W4**

**-1,7%**



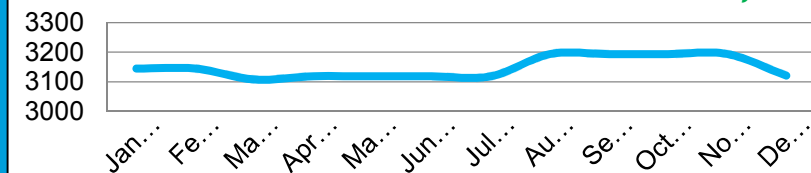
**Gypsum Partition Blocks**

**-7,3%**



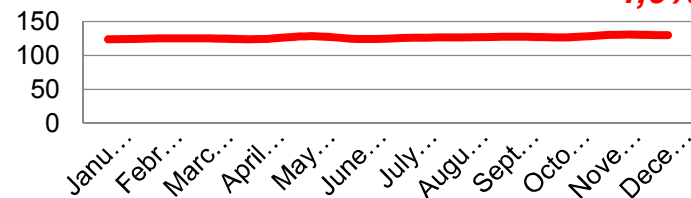
**Stone Wool Insulation (Facade)**

**-0,8%**



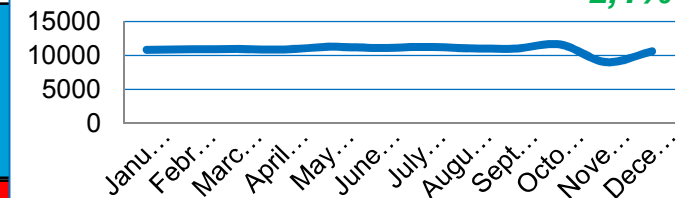
**Waterproofing Materials**

**+4,9%**



**Bricks**

**-2,1%**



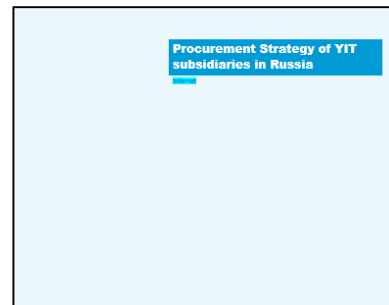
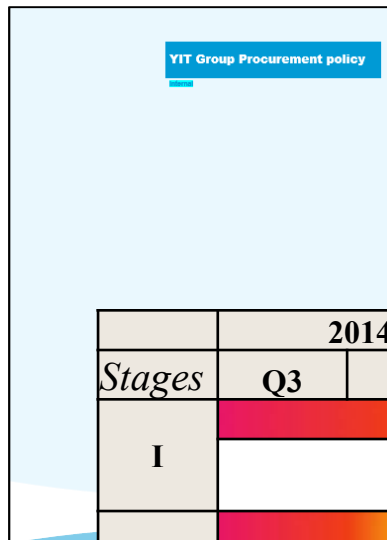
# Centralization of Decentralized Purchases

## Procurement Policy of YIT Group

## Procurement Strategy of YIT Subsidiaries in Russia

## Company Car Policy of YIT Subsidiaries in Russia

## Tender Policy of YIT Subsidiaries in Russia



|        | 2014                                                                                                                             |    | 2015                                                                                                                                           |                                                                                                                                      |    |    |  |
|--------|----------------------------------------------------------------------------------------------------------------------------------|----|------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|----|----|--|
| Stages | Q3                                                                                                                               | Q4 | Q1                                                                                                                                             | Q2                                                                                                                                   | Q3 | Q4 |  |
| I      | <br><i>Tender procedures</i>                   |    |                                                                                                                                                |                                                                                                                                      |    |    |  |
|        |                                                                                                                                  |    |                                                                                                                                                |                                                                                                                                      |    |    |  |
| II     | <br><i>Procurement planning</i>                 |    |                                                                                                                                                |                                                                                                                                      |    |    |  |
|        |                                                                                                                                  |    |                                                                                                                                                |                                                                                                                                      |    |    |  |
| III    |                                                                                                                                  |    |                                                                                                                                                | <br><i>Supply &amp; Subcontractor agreements</i> |    |    |  |
|        |                                                                                                                                  |    |                                                                                                                                                |                                                                                                                                      |    |    |  |
| IV     |                                                                                                                                  |    | <br><i>Supplier &amp; subcontractor evaluation process</i> |                                                                                                                                      |    |    |  |
|        |                                                                                                                                  |    |                                                                                                                                                |                                                                                                                                      |    |    |  |
|        | <br><i>Procurement process harmonization</i> |    |                                                                                                                                                |                                                                                                                                      |    |    |  |
|        |                                                                                                                                  |    |                                                                                                                                                |                                                                                                                                      |    |    |  |

*Harmonization is the way to optimization.*



# Framework Agreements



# Benefits of Framework Agreements



# “The Higher the Transparency the Better the Efficiency”

**Информация для потенциальных партнеров**

**Конкурсы**

Практикой «ЮИТ Санкт-Петербург» является проведение закрытых конкурсов. Главная задача проведения конкурсов состоит в обеспечении условий минимизации затрат на строительство объектов.

**График проведения конкурсных процедур**

Дата актуализации графика: 30.12.2015

**Объект:** Жилой комплекс, расположенный по адресу: г. Санкт-Петербург, ул. Революционная, д. 22, лит. О

**Характеристика объекта:**

Строительный объем – 122 300 м<sup>3</sup>;

Общая площадь здания – 38 124,40 м<sup>2</sup>;

Общая площадь квартир – 25 355,80 м<sup>2</sup>;

Количество квартир – 486 шт.;

Этажность – 13 эт.

| Наименование лота                                    | Длительность, дней | Начало, дата | Окончание, дата |
|------------------------------------------------------|--------------------|--------------|-----------------|
| Поставка и монтаж конструкций входных дверных блоков | 138                | Пн 07.12.15  | Ср 15.06.16     |
| Предквалификация                                     | 5                  | Пн 07.12.15  | Пт 11.12.15     |
| Конкурсная процедура                                 | 30                 | Пн 14.12.15  | Пт 22.01.16     |
| Выполнение работ                                     | 103                | Пн 25.01.16  | Ср 15.06.16     |
| Комплекс работ по внутренней отделке в ДОУ.          | 122                | Ср 16.12.15  | Чт 02.06.16     |
| Предквалификация                                     | 5                  | Ср 16.12.15  | Вт 22.12.15     |
| Конкурсная процедура                                 | 32                 | Ср 23.12.15  | Чт 04.02.16     |

**Анкета для аккредитации поставщика материалов**

1. Полное название организации:

2. Сокращенное название (торговая марка):

3. Дата регистрации юридического лица:

4. Опыт работы по аккредитуемой деятельности:

5. Юридический адрес:

6. Почтовый адрес (фактический адрес офиса):

7. Телефоны офиса:

8. Факс:

9. E-mail:

10. ИНН:

11. ОГРН:

12. Сайт:

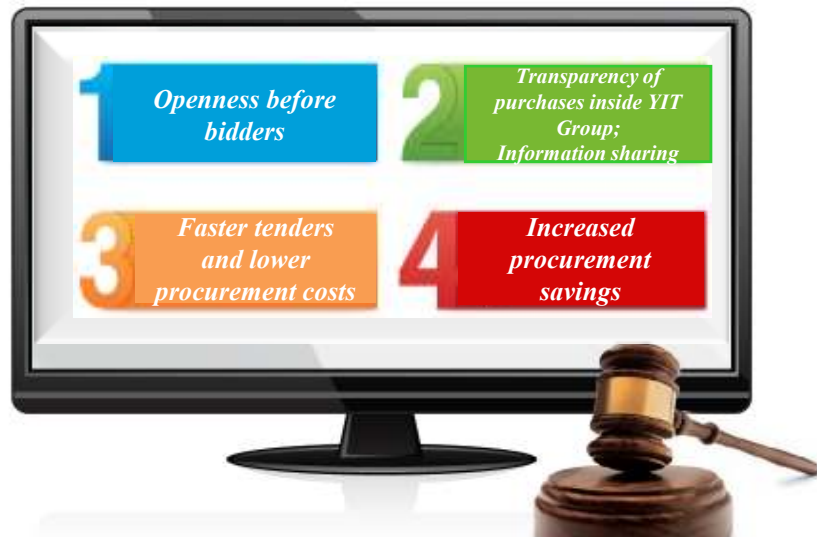
13. КПП:

# *“The Higher the Transparency the Better the Efficiency”*

*To be uploaded to YIT Subsidiaries' websites*



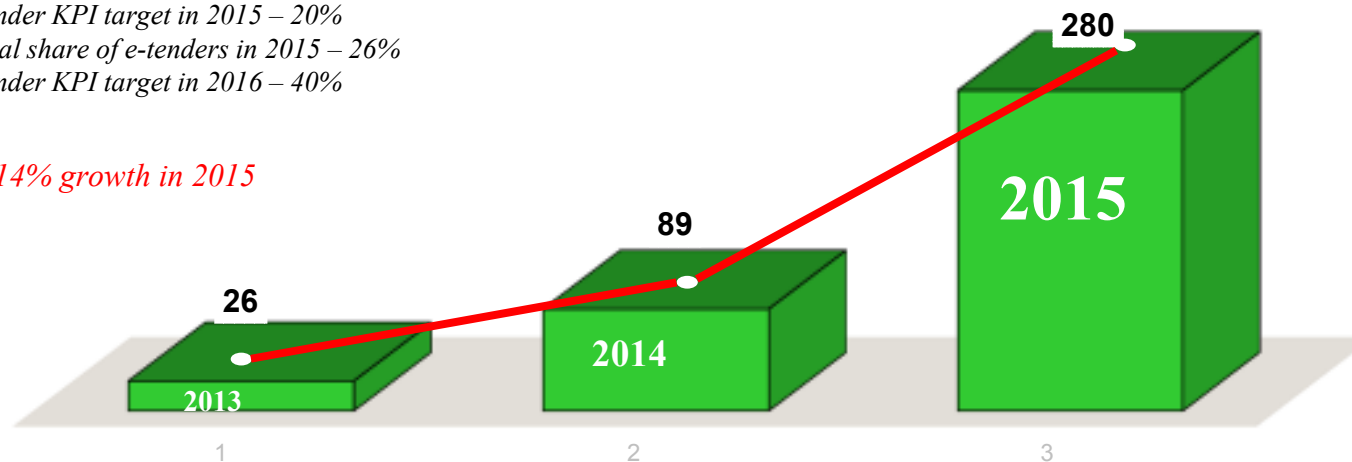
# E-bidding Tenders in YIT Subsidiaries in 2015



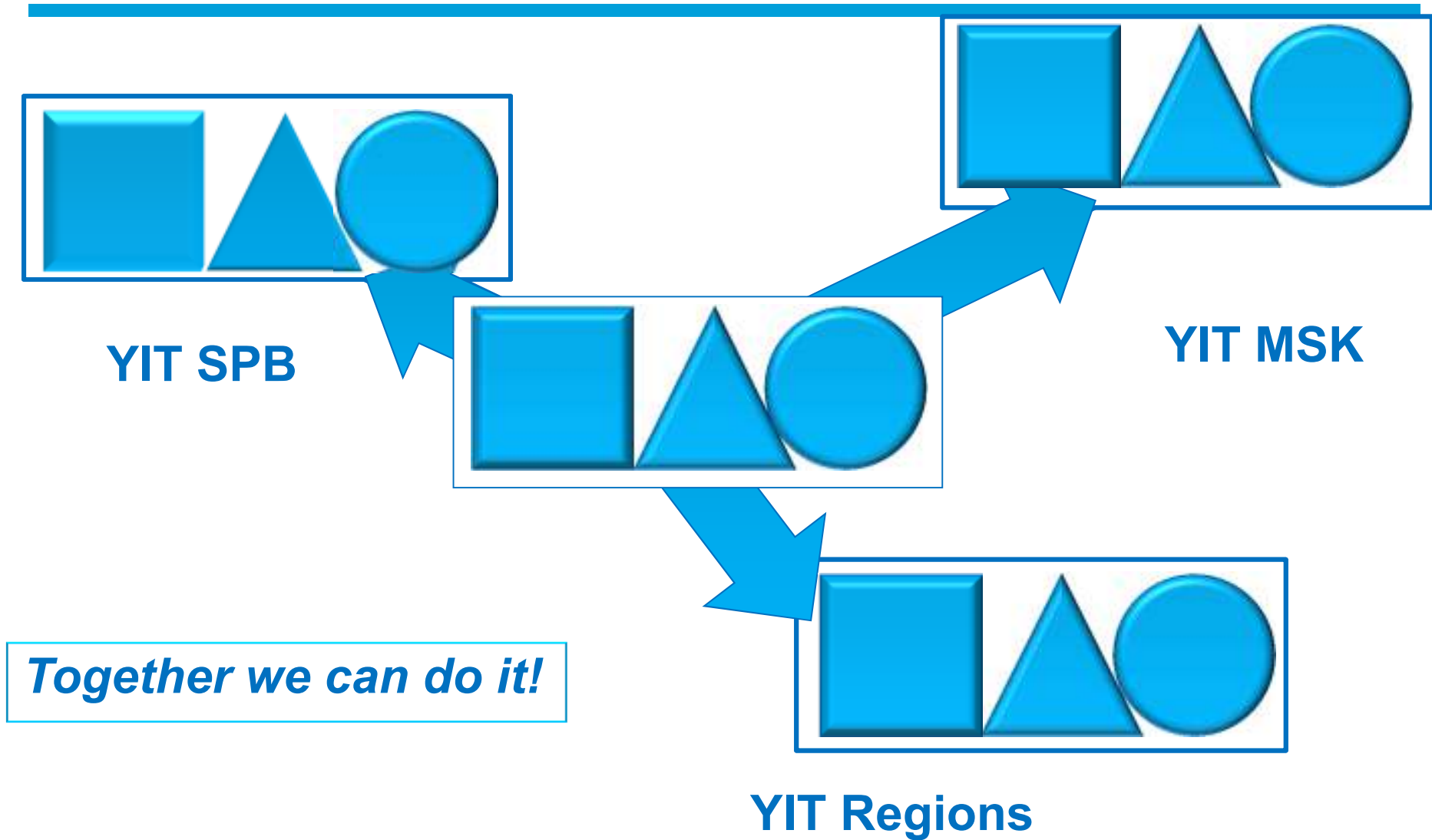
## Monthly E-tender Volume in YIT Subsidiaries, MRUR

E-tender KPI target in 2015 – 20%  
Actual share of e-tenders in 2015 – 26%  
E-tender KPI target in 2016 – 40%

214% growth in 2015



## Sharing Experience Between Procurement Units





# Sharing Experience Between Procurement Units

|                                                                |  |  |  |                             |   |   |   |          |
|----------------------------------------------------------------|--|--|--|-----------------------------|---|---|---|----------|
| YIT Subsidiary                                                 |  |  |  |                             |   |   |   |          |
| <b>Contractor Performance Evaluation</b>                       |  |  |  |                             |   |   |   |          |
| Contractor (Address, contact person, e-mail, phone number)     |  |  |  | Project Manager             |   |   |   |          |
|                                                                |  |  |  |                             |   |   |   |          |
| Number and name of project                                     |  |  |  | Evaluation date             |   |   |   |          |
|                                                                |  |  |  |                             |   |   |   |          |
| Type of works performed                                        |  |  |  | Number and date of contract |   |   |   |          |
|                                                                |  |  |  |                             |   |   |   |          |
| Total volume of works performed (including VAT)                |  |  |  | Points*                     |   |   |   |          |
|                                                                |  |  |  | 4                           | 3 | 2 | 1 | Comments |
| <b>I. Work safety</b>                                          |  |  |  |                             |   |   |   |          |
| industry occupational safety and health standards followed     |  |  |  |                             |   |   |   |          |
| contract occupational safety and health standards followed     |  |  |  |                             |   |   |   |          |
| clean and tidy workplaces and material storage                 |  |  |  |                             |   |   |   |          |
| <b>II. Quality of works performed</b>                          |  |  |  |                             |   |   |   |          |
| customer and design specifications, national standards met     |  |  |  |                             |   |   |   |          |
| defects eliminated in timely manner                            |  |  |  |                             |   |   |   |          |
| quality and/or compliance certificate(s) (if needed)           |  |  |  |                             |   |   |   |          |
| post completion documentation                                  |  |  |  |                             |   |   |   |          |
| <b>III. Schedule</b>                                           |  |  |  |                             |   |   |   |          |
| construction start and completion on time                      |  |  |  |                             |   |   |   |          |
| construction schedule (stages) followed                        |  |  |  |                             |   |   |   |          |
| <b>IV. Costs and payment terms</b>                             |  |  |  |                             |   |   |   |          |
| total contract cost not exceeded                               |  |  |  |                             |   |   |   |          |
| advance payments                                               |  |  |  |                             |   |   |   |          |
| deferred payments for works performed                          |  |  |  |                             |   |   |   |          |
| warranty funds retained                                        |  |  |  |                             |   |   |   |          |
| acceptance protocols and accounting documents provided on time |  |  |  |                             |   |   |   |          |

## Lot Number and Name (according to Tender Schedule)

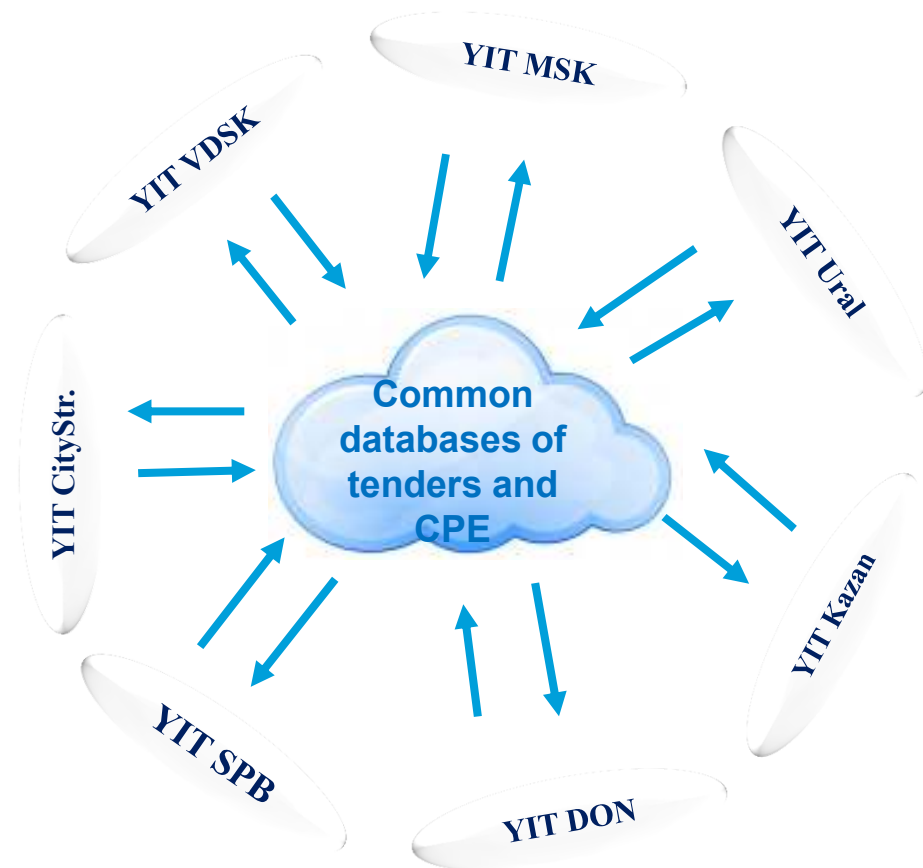
Scanned copy of Tender Board meeting minutes with approved bidder list

Scanned copy of Tender Board meeting minutes with winning bid (incl. bid price)

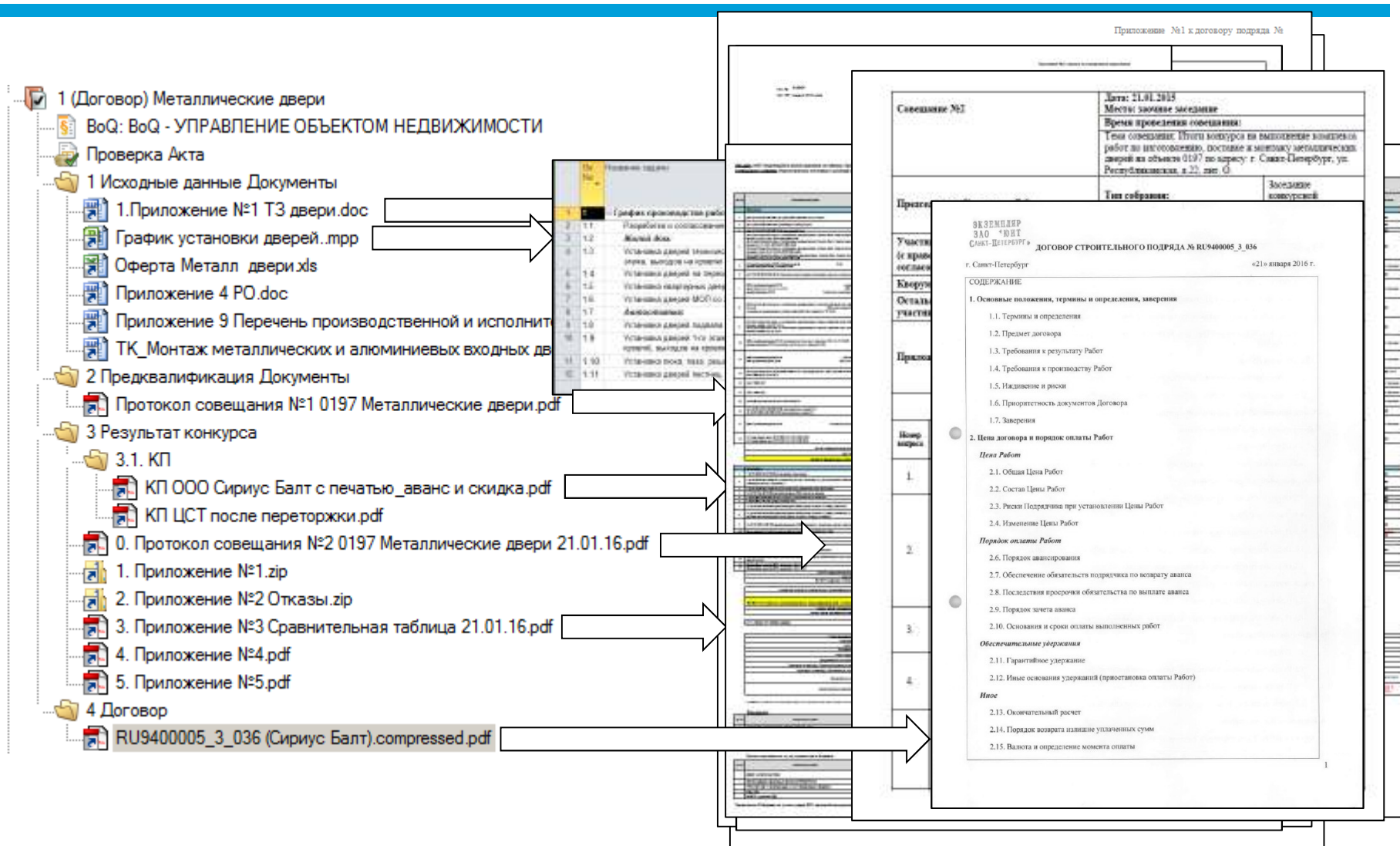
Comparison table of final bids

Scanned copies of final bids

Scanned copies of signed contract with tender winners

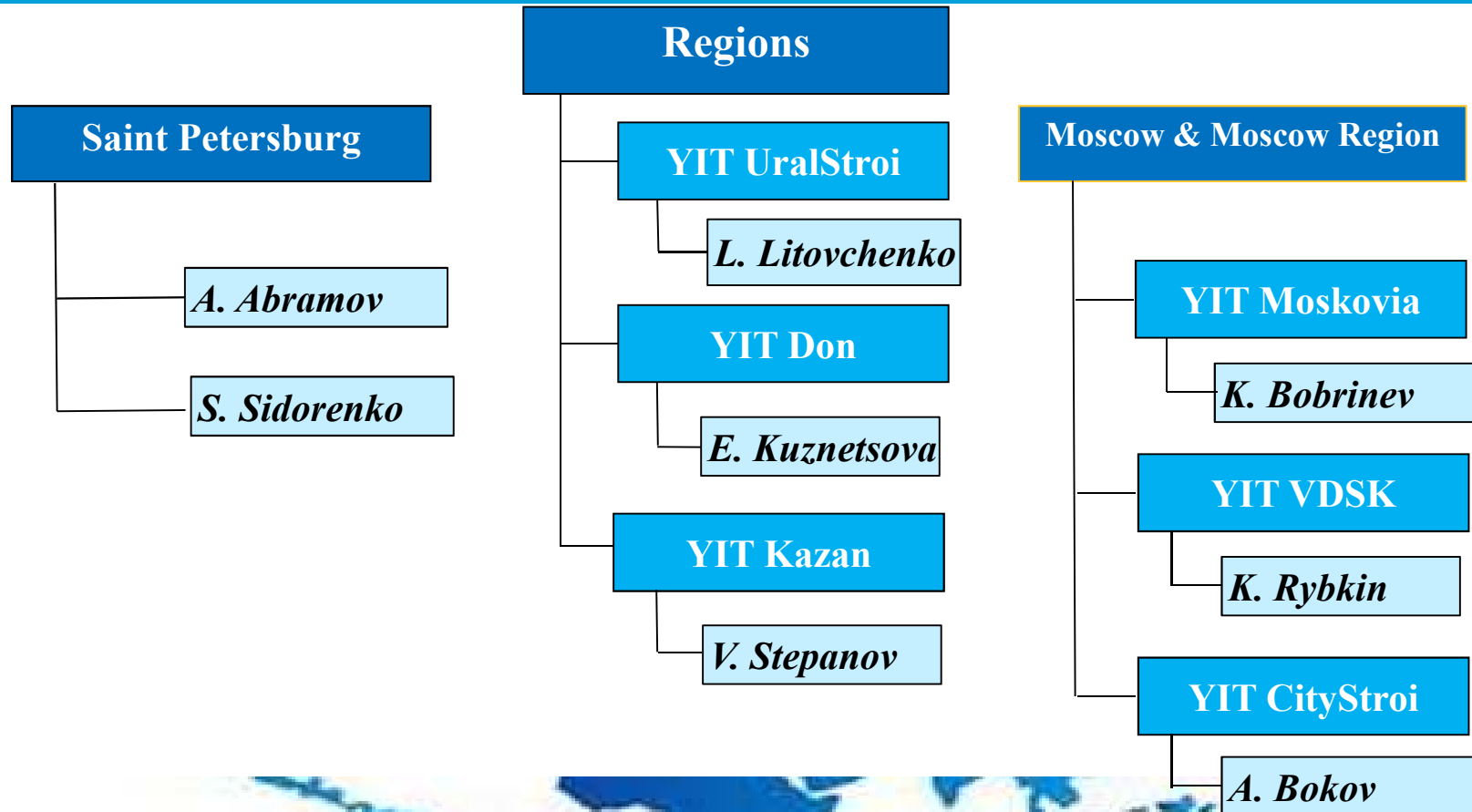


# IT in Procurement @ YIT Subsidiaries (Quintet).



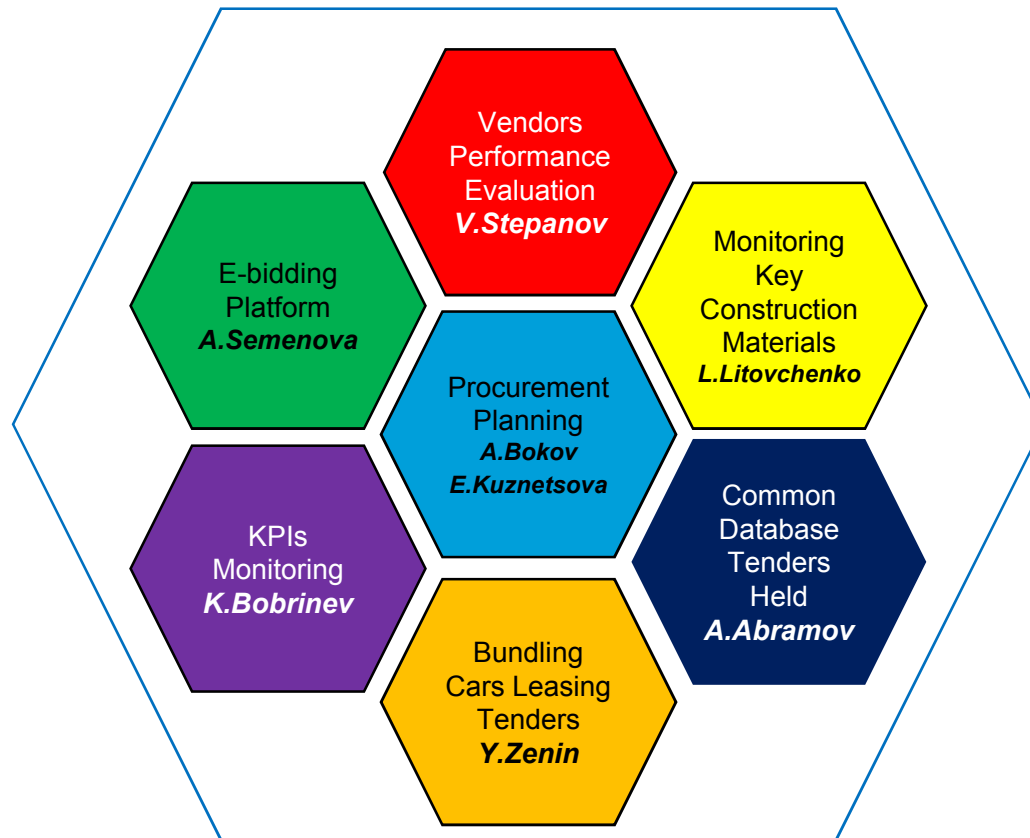
# YIT Russia Procurement Team

Team leader: Yevgeny Zenin



# YIT Russia Procurement Team

## Duties' Distribution in Procurement Team



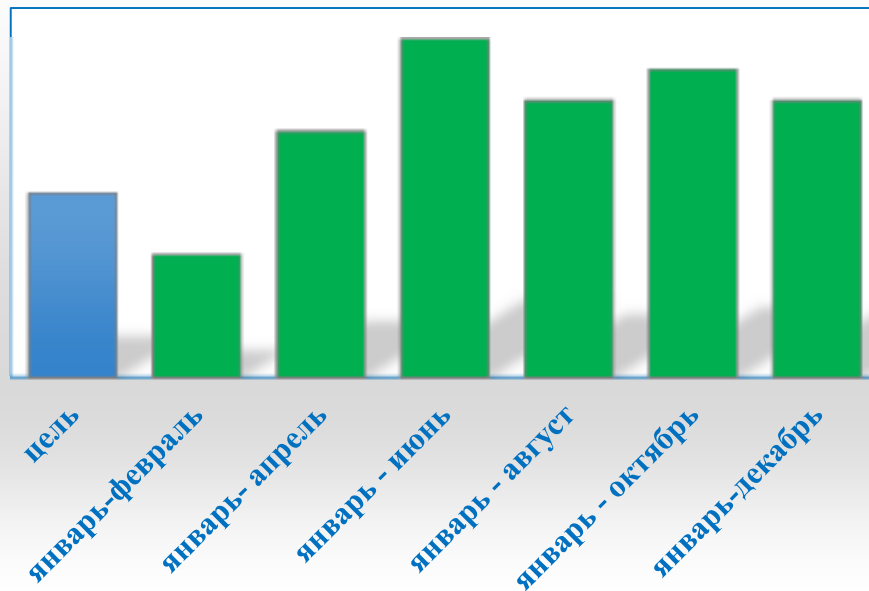
*“Teamwork Makes the Dream Work”*



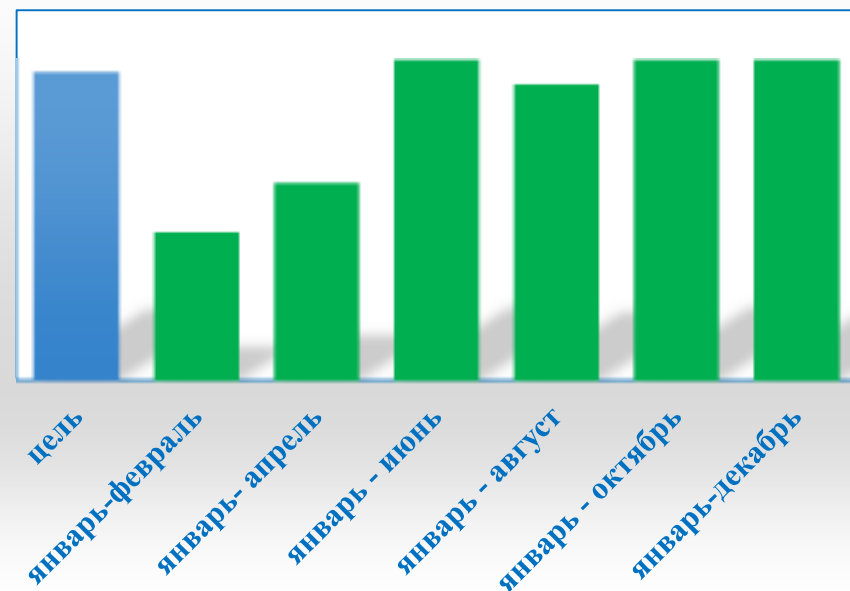
# Key Performance Indicators in Procurement

---

## Share of Tender Purchases

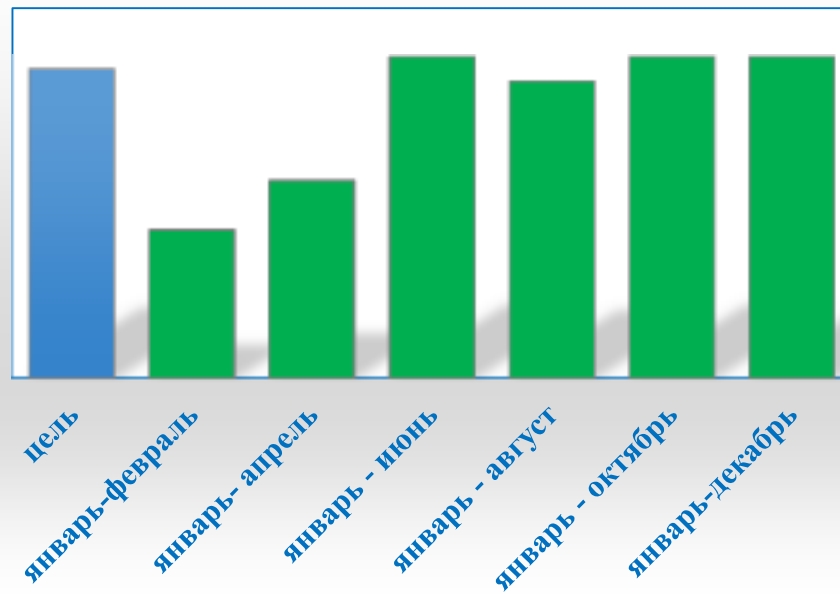


## Share of E-tenders

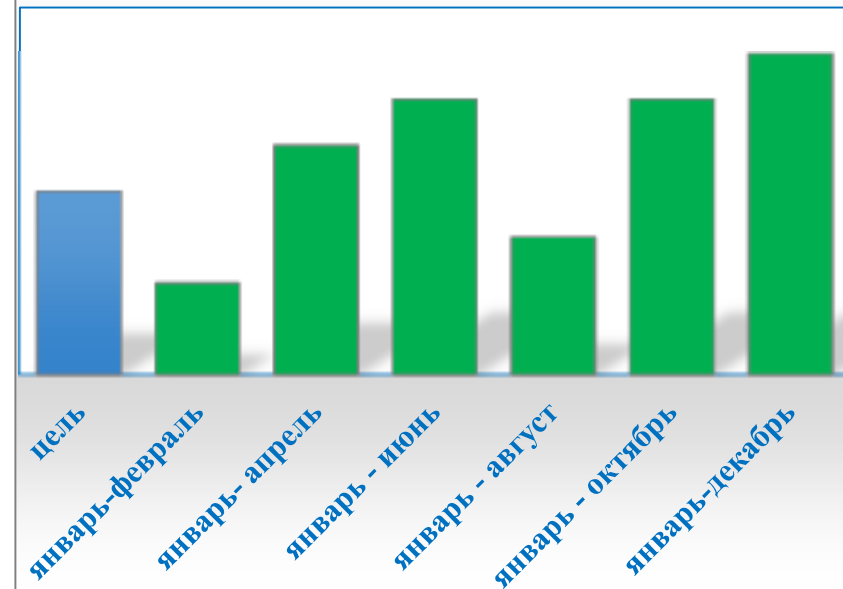


# Key Performance Indicators in Procurement

## Share of FWA Purchases

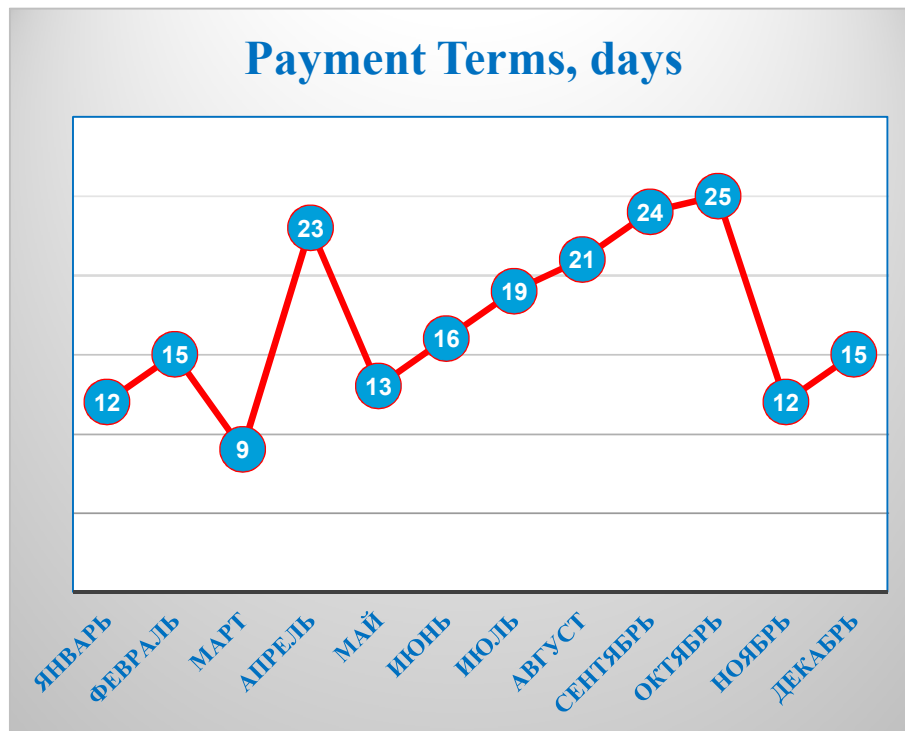


## Procurement Savings





# Payment Terms and TOP 10 Vendors



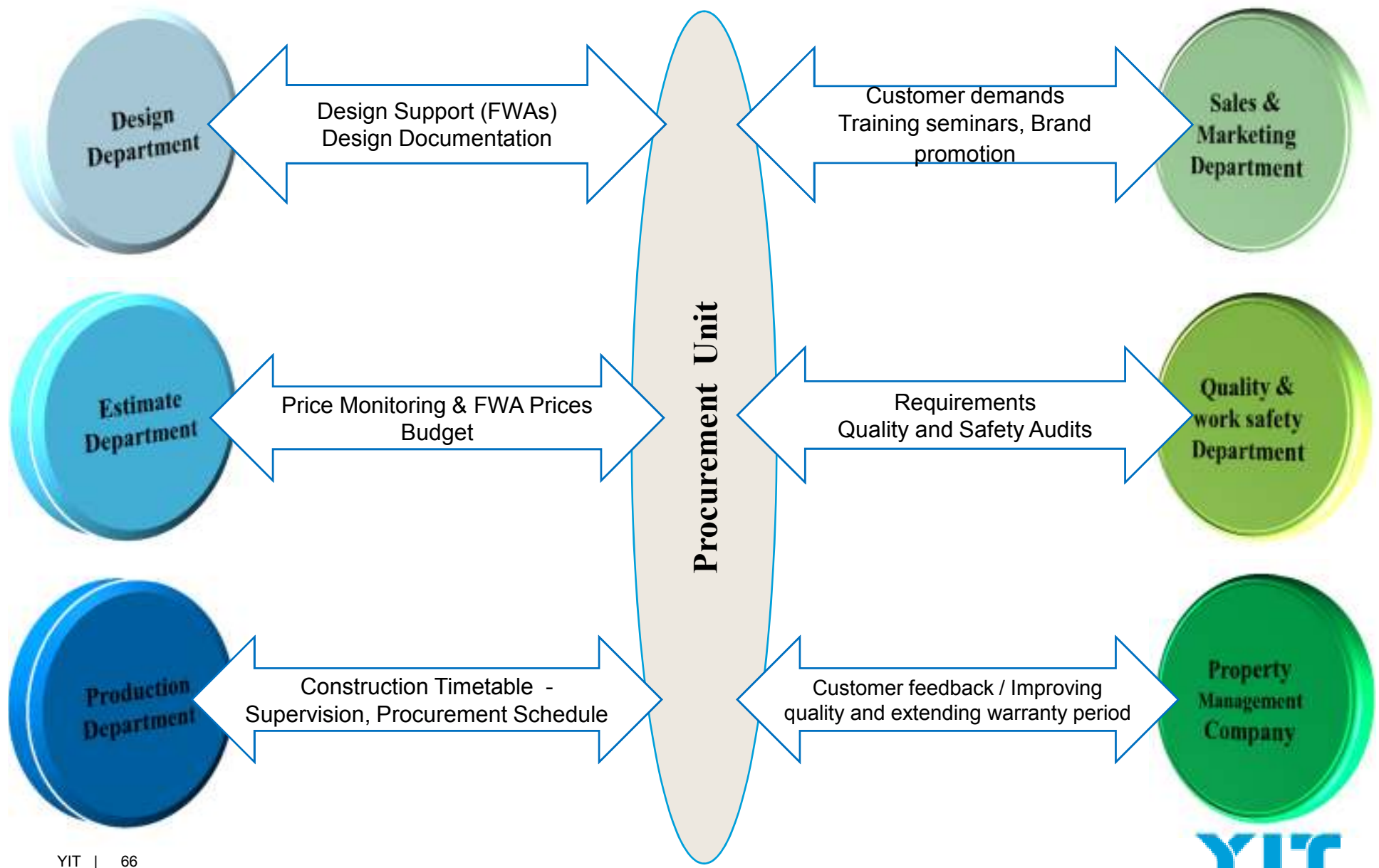
| No | Company name | Purchase volume, RUR |
|----|--------------|----------------------|
| 1  | N/A          | N/A                  |
| 2  | N/A          | N/A                  |
| 3  | N/A          | N/A                  |
| 4  | N/A          | N/A                  |
| 5  | N/A          | N/A                  |
| 6  | N/A          | N/A                  |
| 7  | N/A          | N/A                  |
| 8  | N/A          | N/A                  |
| 9  | N/A          | N/A                  |
| 10 | N/A          | N/A                  |

# Procurement Units Contest

| <i>Ratings</i>                          | YIT SPB | YIT Ural | YIT MSK | YIT Kazan | YIT DON | YIT VDSK | YIT CityStroi |
|-----------------------------------------|---------|----------|---------|-----------|---------|----------|---------------|
| <i>KPI Share of Tender purchases</i>    | N/A     | N/A      | N/A     | N/A       | N/A     | N/A      | N/A           |
| <i>KPI Share of E-tenders purchases</i> | N/A     | N/A      | N/A     | N/A       | N/A     | N/A      | N/A           |
| <i>KPI Share of FWA purchases</i>       | N/A     | N/A      | N/A     | N/A       | N/A     | N/A      | N/A           |
| <i>KPI Procurement savings</i>          | N/A     | N/A      | N/A     | N/A       | N/A     | N/A      | N/A           |
| <i>KPI Payment terms</i>                | N/A     | N/A      | N/A     | N/A       | N/A     | N/A      | N/A           |
| <i>Procurement planning</i>             | N/A     | N/A      | N/A     | N/A       | N/A     | N/A      | N/A           |
| <i>Procurement cost</i>                 | N/A     | N/A      | N/A     | N/A       | N/A     | N/A      | N/A           |
| <i>Process harmonization</i>            | N/A     | N/A      | N/A     | N/A       | N/A     | N/A      | N/A           |
| <i>Total</i>                            | N/A     | N/A      | N/A     | N/A       | N/A     | N/A      | N/A           |
| <i>Place</i>                            | n/n     | n/n      | n/n     | n/n       | n/n     | n/n      | n/n           |



# Close Cooperation Between Procurement Units and Other Departments



**Together  
we can  
do it.**



Association  
of European  
Businesses

# AEB North-Western Regional Committee

## THANK YOU!

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