

Safety in all aspects

WIM KOSTER, SEPTEMBER 29TH 2017

More than 100 years in business



KONE today

- KONE is a global leader in the elevator and escalator industry. We are here to make cities better places to live
- We provide value for our customers at every step of the way for the entire lifespan of a building
- We offer innovative and sustainable new equipment solutions, ensure the safety and availability of equipment in operation and offer modernization solutions for aging equipment
- Founded in Finland in 1910
- Over 52,000 employees
- 450,000 customers
- Net sales EUR 8.8 billion in 2016
- Listed on the NASDAQ Helsinki since 1967



MEGATRENDS

URBANIZATION

TECHNOLOGICAL
DISRUPTION

OUR MISSION
IS TO IMPROVE
THE FLOW OF
URBAN LIFE

VISION

KONE DELIVERS THE BEST
PEOPLE FLOW® EXPERIENCE

STRATEGIC TARGETS

Most loyal
customers

Great place
to work

Faster than
market growth

Best financial
development

Leader in
sustainability

WINNING WITH CUSTOMERS

Collaborative innovation
and new competencies

Customer-centric
solutions and services

True service
mindset

Fast and smart
execution

KONE
WAY

CULTURE

SAFETY

QUALITY

VALUES

Delighting the
customer

Energy for
renewal

Passion for
performance

Winning
together

Safety

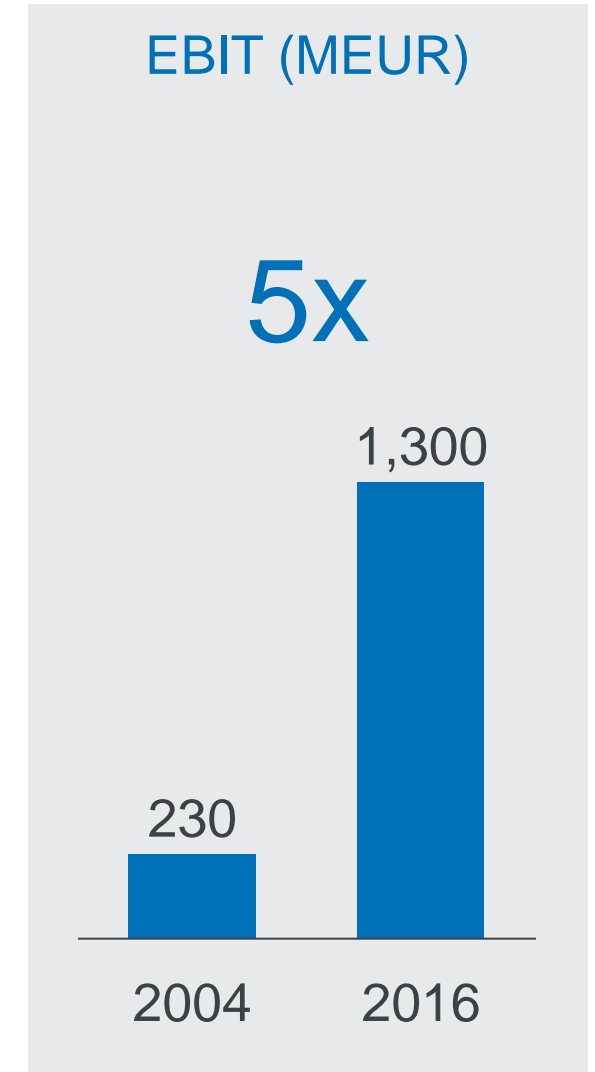
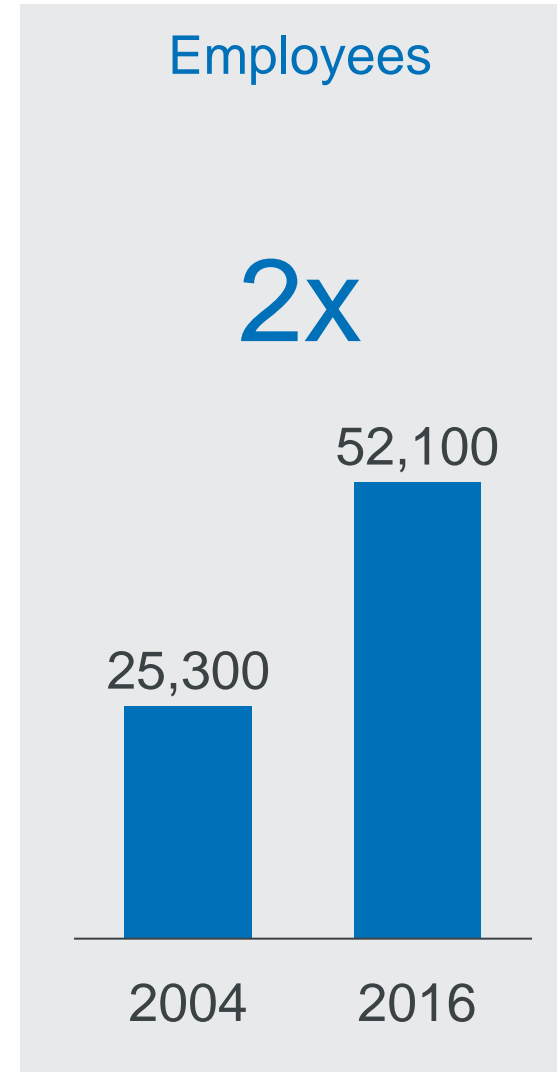
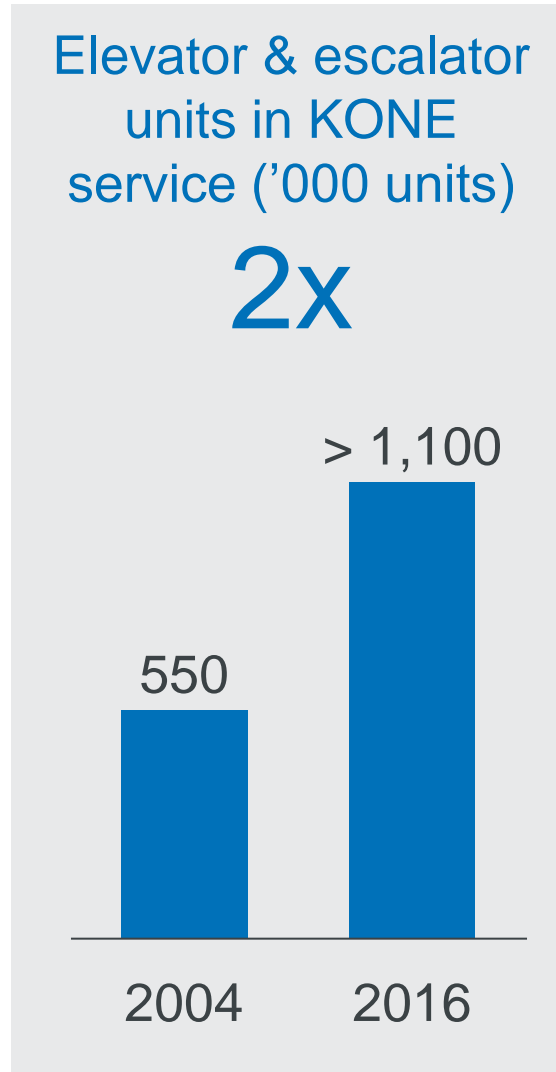
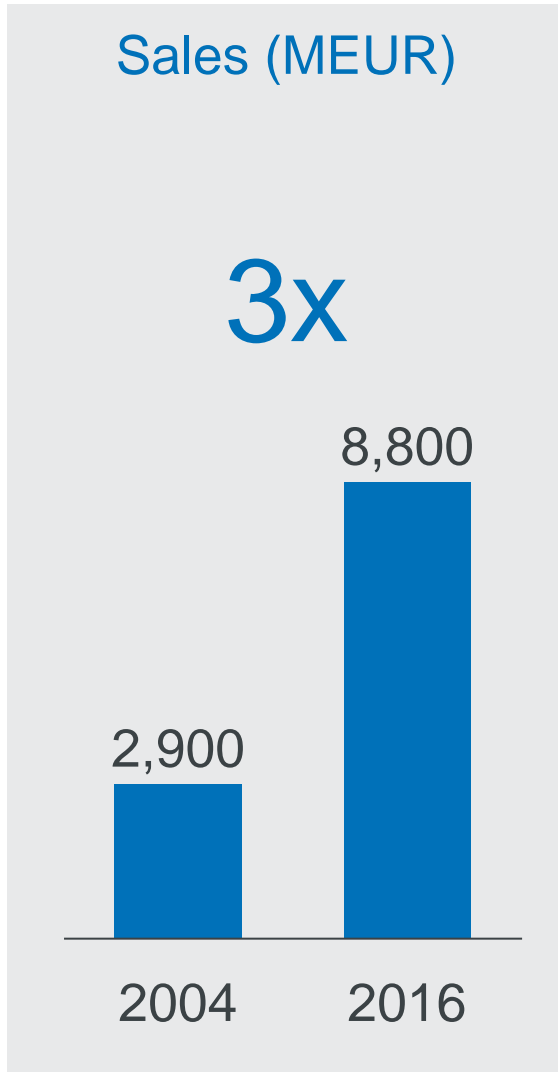
We want all our employees,
users of our equipment, and
partners to return home
safely every day



Fast Growth



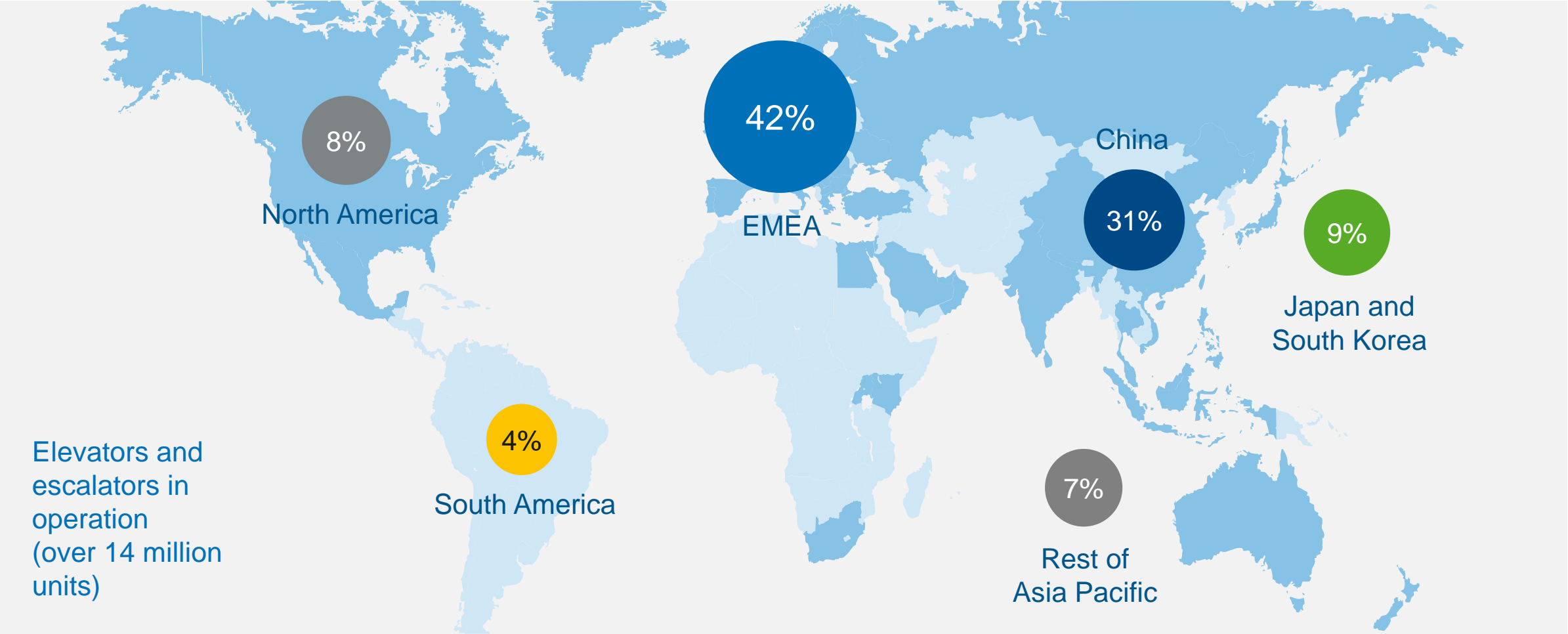
KONE has grown significantly over the last decade



Global elevator and escalator markets (2016)



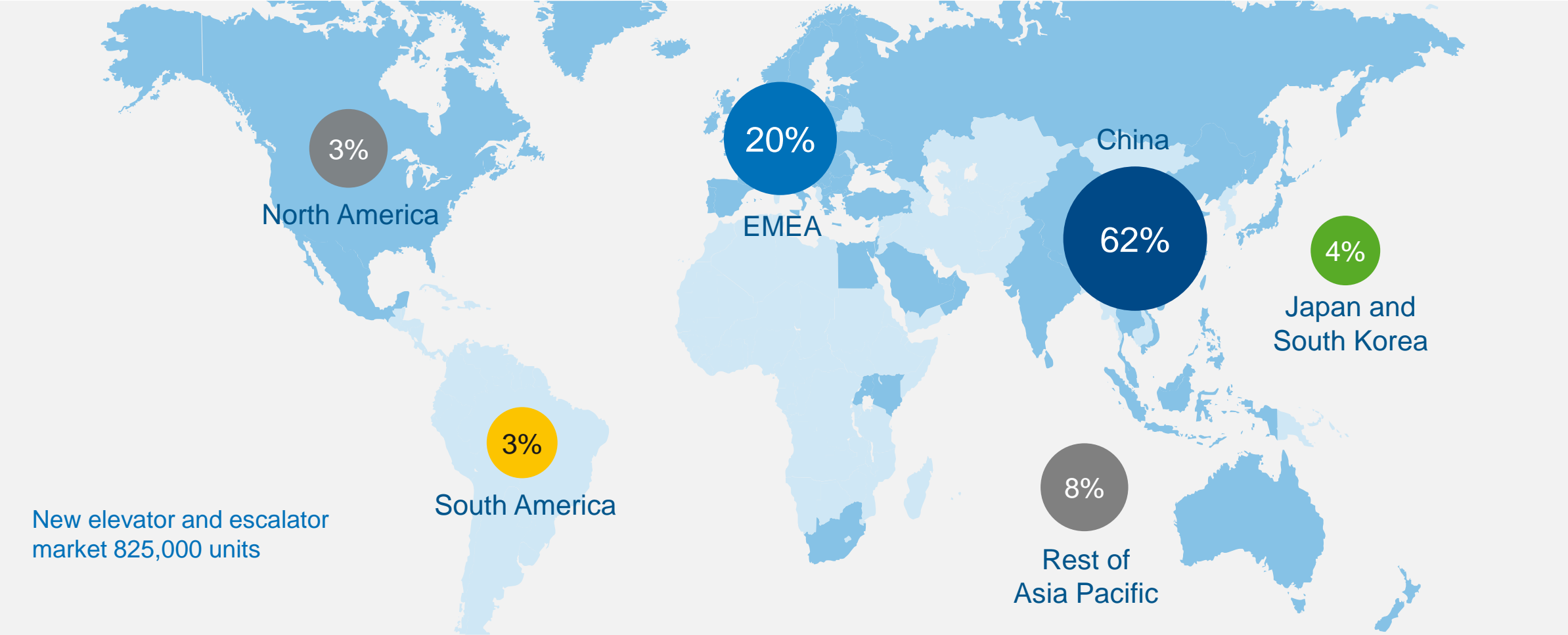
ELEVATORS AND ESCALATORS IN OPERATION, UNITS PER REGION



Global elevator and escalator markets (2016)



NEW ELEVATOR AND ESCALATOR INSTALLATIONS, UNITS PER REGION



Differences in Culture



KONE has a broad global coverage: we have our own operations in more than 60 countries



Safety vision:

With the challenger's mindset, become the benchmark in safety in our industry and our customers' preferred choice

Where the industry is not an adequate benchmark, seek reference from outside to become the benchmark in safety

OUR AMBITION

We want all our employees, users of our equipment, and partners to return home safely every day

OUR FOCUS

Continue building KONE Safety Culture

We promote open communication and recognize human errors

We will not accept violations of safety rules and controls

HOW DO WE MAKE IT HAPPEN?



Active participation of everyone at KONE

Observing unsafe conditions, taking action and sharing the information to others



Applying KONE Way for Safety

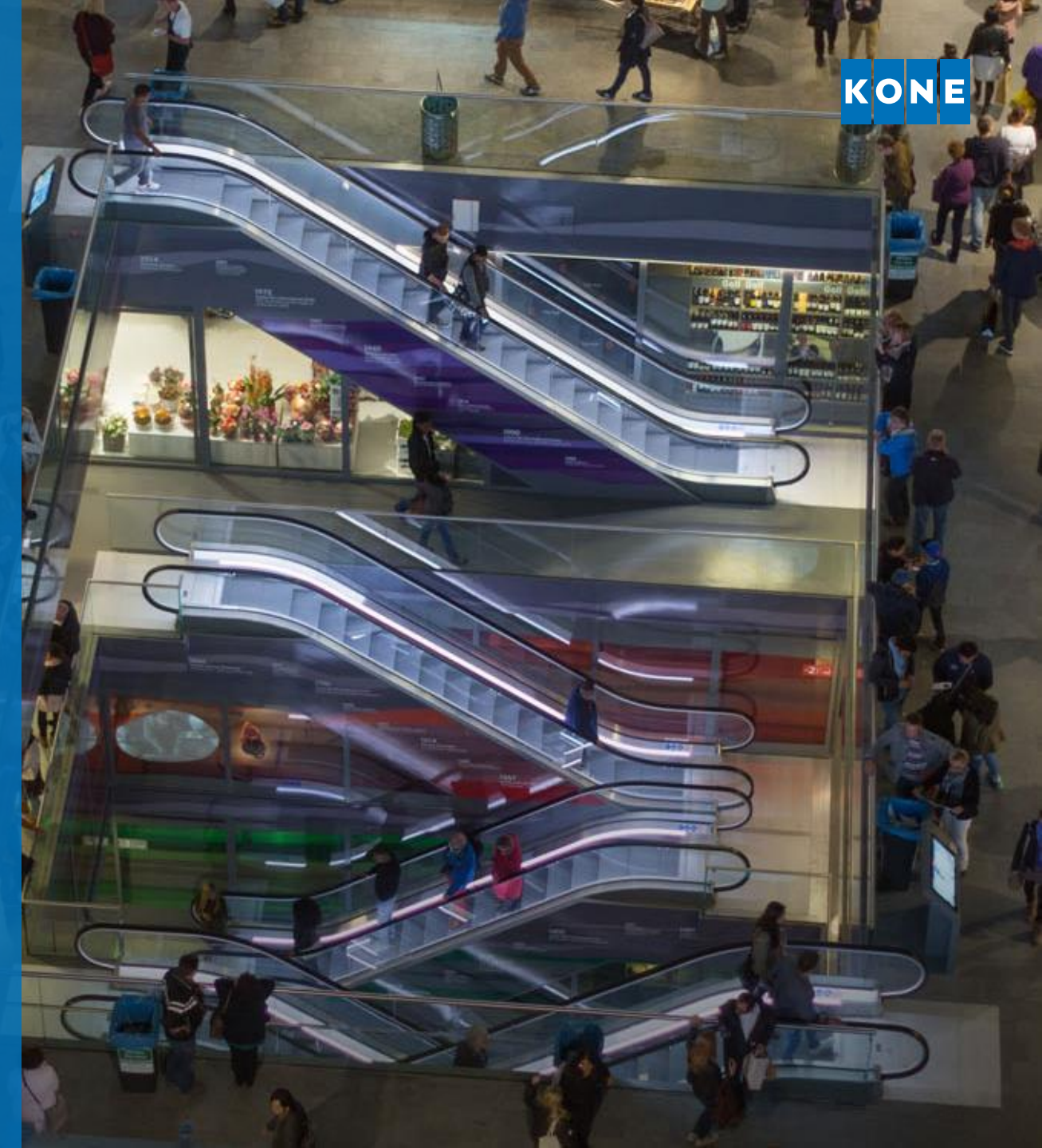
We will manage the safety of our people, subcontractors and 3rd parties consistently everywhere

Complex Environment



KONE moves over
one billion people
each day

KONE



A typical working day for KONE



Over 1.1 million
units in service

400-500
orders booked

~ 450 units
delivered
every day

~ 70,000
maintenance
visits

~ 450,000
customers
served

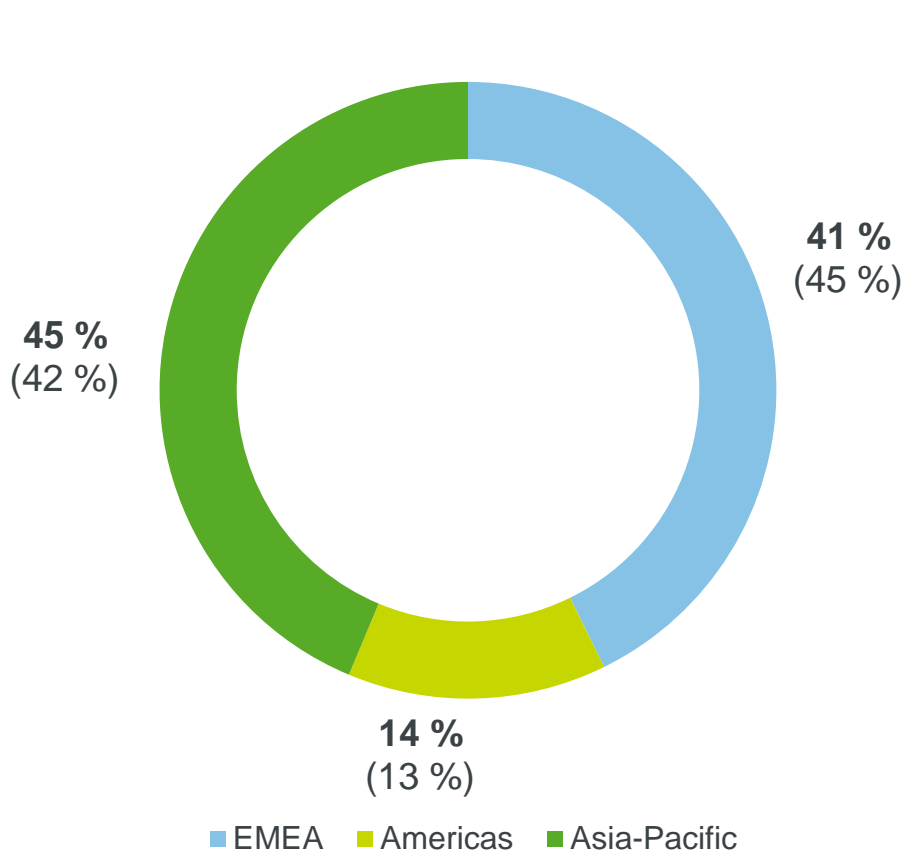
Operations
in over
60 countries

~10,000
packages through
our distribution
centers

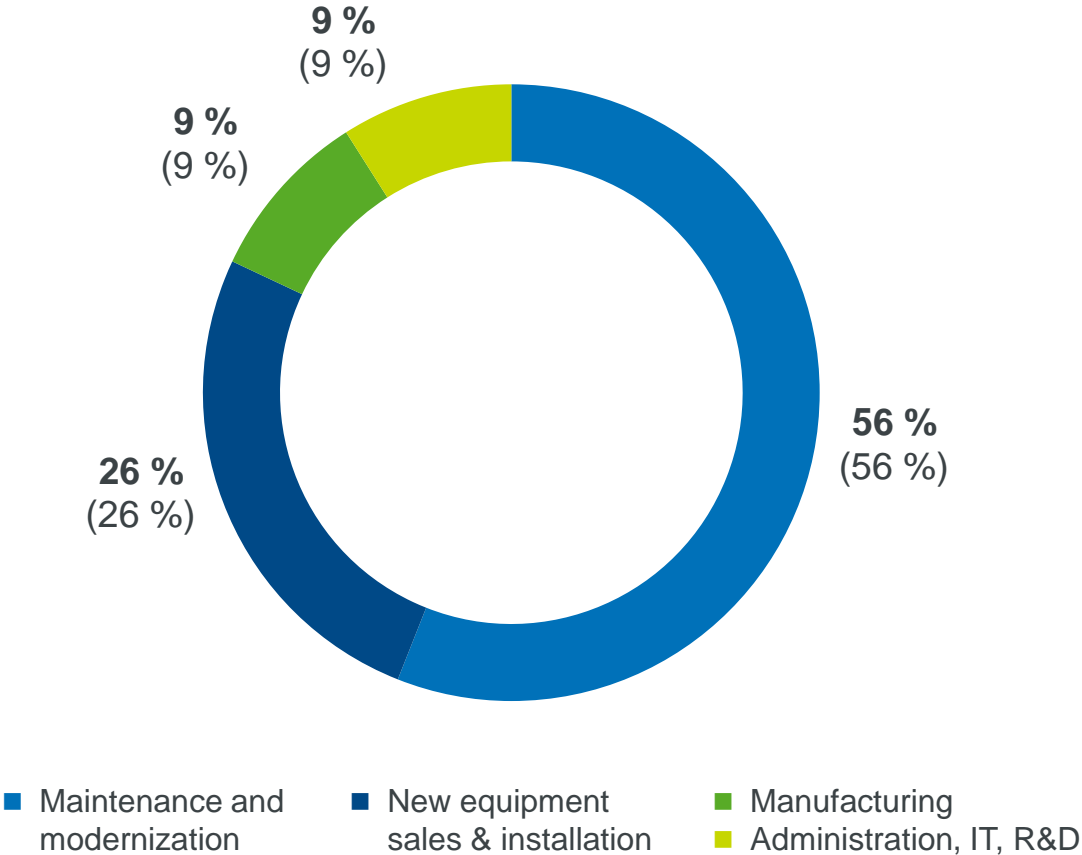
Over half of KONE's 52,000 employees are in the field everyday



Employees by market, 2016, %



Employees by job category, 2016, %



(2015 figures in parenthesis)



Dedicated to People Flow™

