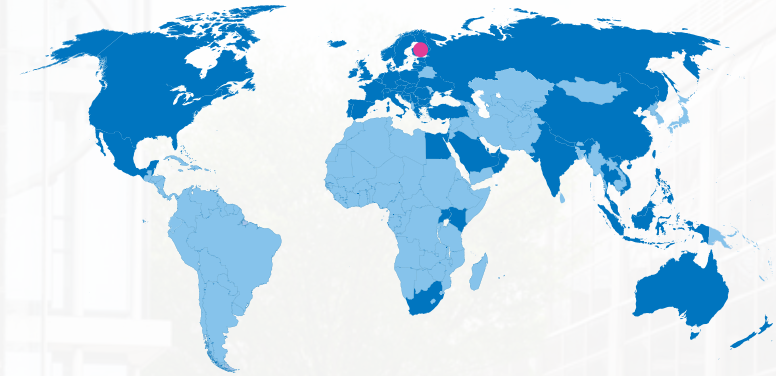


A woman with long dark hair, wearing a purple and white patterned top, is holding a young child. They are standing on a glass elevator with a metal handrail. The child is wearing a green baseball cap and a white t-shirt with a monkey illustration and the text "this little monkey is one". They are both looking out the glass walls of the elevator. The background shows a blurred view of a building's exterior.

# A SMOOTHER RIDE

KONE is an innovative leader in the elevator and escalator industry. Our job is to make the best of the world's cities, buildings and public spaces. We believe that cities are part of the solution for better living.

**AT KONE, OUR MISSION IS TO IMPROVE THE FLOW OF URBAN LIFE.**



● Head office in Helsinki, Finland

● Operations in over 60 countries

Authorized distributors in close to 80 countries

FOUNDED IN 1910

50,000  
employees



400,000  
customers worldwide



57%

new  
equipment  
business



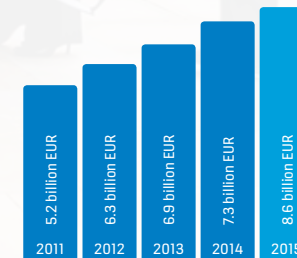
43%

service  
business

Close to  
1.1 million  
equipment  
in our service

net sales

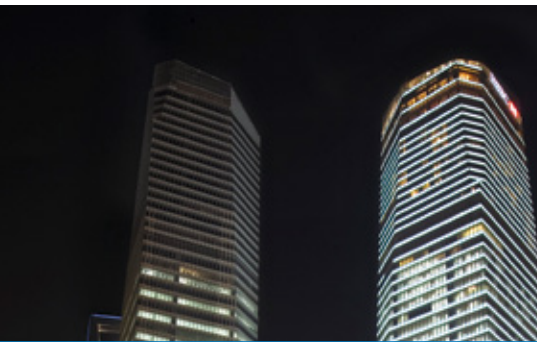
8.6  
billion €  
in 2015



Key customer groups include builders, building owners, facility managers and developers.

# THE WORLD WE LIVE IN

The direction and shape of the global elevator and escalator industry are driven by four megatrends: urbanization, demographic change, the increasing importance of safety, and concern for the environment.



## URBANIZATION

The world's cities are constantly growing. They attract billions of people and by 2050, more than two in every three people on the planet will live in urban areas.

Estimates tell us that around 200,000 people move into cities across the globe each and every day, the same as 140 people every minute.

# 200,000

people migrate to cities every day.



## DEMOGRAPHIC CHANGE

Urbanization is the story of our times, and it constantly changes and challenges every one of us.

Changes in the world's population mean a growing need for more affordable housing and aging populations. At the same time, an increasing value is being placed on well-being and better living standards.

# 2030

In less than 15 years the global middle class will grow to nearly five billion people.



## SAFETY

Urban infrastructure is aging. In Europe alone, many buildings have old elevators which need to be upgraded. The well-functioning of the equipment used daily by over one billion people is becoming increasingly important for authorities and equipment users around the world. This makes safety one of the key drivers for our industry.

# 20+

the age of more than half of the elevators in Europe.



## ENVIRONMENT

Today's cities take up about 2% of the world's land area, but account for 75% of global energy consumption and 80% of manmade carbon emissions. Reducing the impact urban areas make on the environment is essential for a more sustainable future.

# Up to 90%

more energy efficient: KONE's current volume elevator compared to KONE elevators from the 1990s.

# BRINGING OUR INSIGHTS TO PEOPLE FLOW

At KONE, our vision is to deliver the best People Flow® experience. This means we make sure that the people who use our products and services, the people who live in towns and cities, can move around more easily, more effectively and have more enjoyable experiences.

The way we move through buildings and cities has changed. This is because populations continue to grow while the demands of buildings continuously transform.

We understand different types of buildings serve different purposes, which has an impact on the flow of people and on the surrounding environment.

At KONE, we put minds at ease, for our customers and for the people who use our equipment and services – by providing convenience of movement in and between buildings.

## Meeting the demands of today's urban environments

KONE's solutions and services are designed with effectiveness at the forefront, not only to provide the best people flow in and around buildings, but to have a lasting positive impact on building value and business performance. Our elevators, escalators, autowalks, automatic doors, monitoring and access control systems, are designed to go beyond the need to simply move people.

In addition to new equipment, the role of our service business is to ensure that repairs are made and equipment keeps on running. We offer state-of-the-art modernization services for a complete overhaul of equipment, which can bring a new ease of life and new

value to buildings, improving accessibility, performance, and aesthetic appeal.

Ultimately the best experiences count, where comfort, design, technology and trust all make a difference.

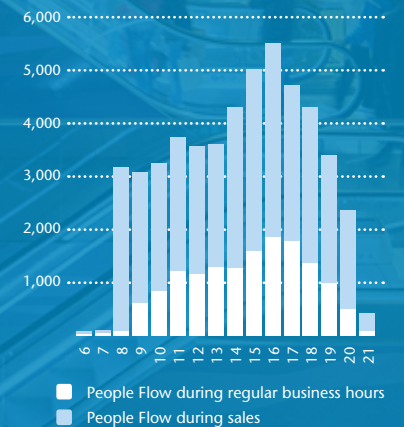
As a global leader in the elevator and escalator industry, we not only understand urbanization, but we focus on making improvements for people, as well as buildings. By anticipating needs and opportunities, we want to create a lasting positive impact on the way people move around buildings, towns or cities.

All of this gives us a long-term opportunity for differentiation, and creates new possibilities for us in the years to come.



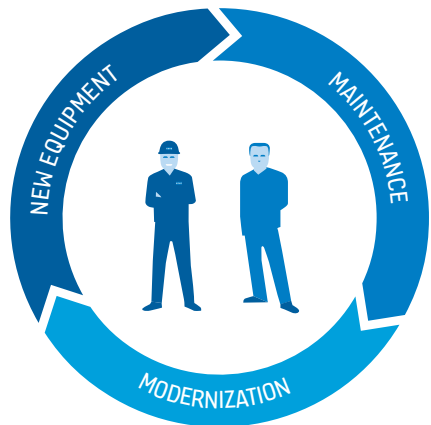
## KEEPING PEOPLE AND GOODS ON THE MOVE

Smooth and safe people flow plays a major role in creating the optimal user experience. In retail centers, peaks in traffic vary across weekdays and busy seasons, and the number of daily visitors can triple during sales. A trouble-free flow of people and goods at all times keeps both visitors and tenants happy. It can also mean the quickest possible return on investment.



# SERVING OUR CUSTOMERS EVERY STEP OF THE WAY

At KONE, we make every effort to anticipate our customers' needs, and to help them in their businesses, over the full life cycle of buildings: from planning through installation and maintenance to modernization.

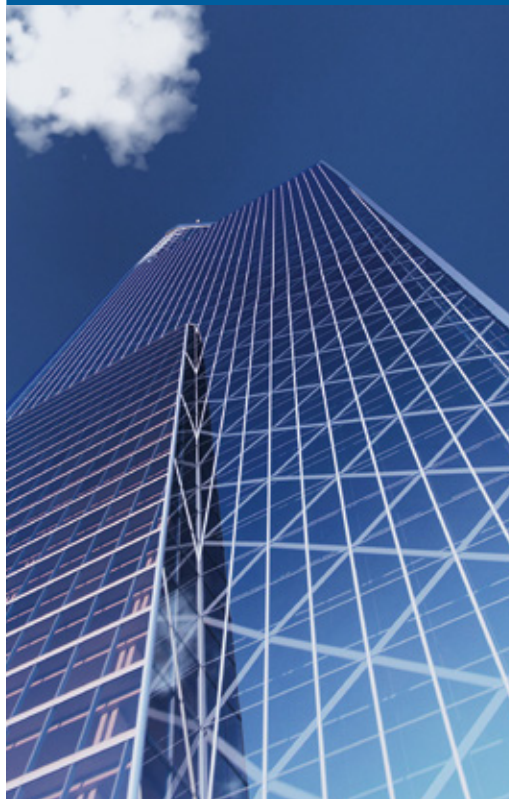


## NEW EQUIPMENT

We provide solutions for all types of buildings. Our versatile product portfolio features a wide range of innovative products including elevators, escalators, autowalks, automatic doors, monitoring, access and destination control systems.

# 137,000

new pieces of equipment installed by KONE in 2015



## MAINTENANCE

We offer a wide range of maintenance and monitoring solutions that maximize safety and reliability while minimizing downtime and costs. These include smart preventive services, expert advice and rapid response.

# Over 99%

availability of the equipment under KONE's maintenance



## MODERNIZATION

Our flexible modernization offering gives customers full control over the upgrade of their equipment. Our modernization services help customers determine when and how to upgrade equipment to ensure a lifetime of optimal operation and to maximize customers' return on investment.

# Up to 70%

increase in an elevator's eco-efficiency through modernization



## TALLER CITIES, SMARTER BUILDINGS

Imagine a building that knows where you're going as soon as you enter it, guiding you to your desired destination. With KONE's People Flow Intelligence solutions, this scenario is quickly becoming a reality. As cities grow taller and buildings increasingly become mixed-use facilities, smart solutions are needed to enable people to move around as smoothly as possible. The elevators of the future are more like taxis and less like buses – they'll get people to their destinations with the least number of stops possible.



## LEADER IN INNOVATION AND DESIGN

A combination of functionality, reliability and aesthetics create the perfect user experience.

We always continue to explore new paths and discover new ways of thinking. That means introducing innovations and breakthroughs in materials, construction, and elevator and escalator technologies that help create more functional and more human urban environments.

And as new ecosystems emerge around smart buildings and cities, there is huge potential in integrating building design with the complexity of infrastructure and utilities, as well as transportation and public transit systems.

### Innovation leadership

KONE is a global leader in the technology and trends that have reshaped the elevator and escalator industry. Our track record in research and development means we have

over 3,000 patents related to our industry.

As we move into a future in which technology permeates our everyday lives in cities and buildings, simplicity in design is essential.

### Award-winning innovation and design

KONE designs and innovations have been recognized with many prestigious awards. We have been included once again in 2015 on the Forbes list of the 100 most innovative companies in the world. Our materials, designs and accessories have won numerous GOOD DESIGN, IF Product Design and Red dot design awards.



# OUR INNOVATION HIGHLIGHTS

Our products are designed with our customers and people in mind, over the course of a building's lifetime. Many stand out for their innovation and impact on the industry at large.

1996

2001

2007

2012

2013

2014

2015



The **KONE MonoSpace®** machine-room-less elevator changed the entire elevator industry by eliminating the need for space-consuming machine rooms. It was by far the most environmentally friendly elevator of its time.



The **KONE JumpLift** construction time elevator can be moved upwards floor by floor as high-rise building construction progresses enabling a faster and safer construction process in all weather conditions.



The **KONE InnoTrack™** autowalk moves people quickly and smoothly over long distances. It is the ideal solution for improving people flow in existing buildings since it requires no pit and can be installed on almost any floor.



The next generation **KONE MonoSpace®** and **MiniSpace®** elevators set an industry benchmark with leading eco-efficient performance, premium ride comfort and award-winning design.



**KONE People Flow Intelligence** solutions cover the key areas crucial for enabling people to move around in buildings as smoothly as possible: access control, destination guidance, equipment monitoring, and information solutions.



**KONE NanoSpace™** is a machine-room-less elevator full-replacement solution, where an old elevator is replaced by a modern one with the industry's shortest downtime: in as little as two weeks compared to the industry average of six.



**KONE UltraRope®** enables future elevator travel heights of up to 1 kilometer while providing unparalleled elevator eco-efficiency, reliability and durability. It eliminates the disadvantages of conventional steel rope and opens up a world of possibilities in high-rise building design.

# SHAPING TOMORROW'S CITIES FOR THE BETTER

We contribute to sustainable development by continuously improving the eco-efficiency and safety of our solutions and operations.

## Evolving eco-efficiency

KONE is a pioneer in developing eco-efficient solutions in the elevator and escalator industry. The biggest environmental impact of our solutions relates to the amount of electricity used by the equipment over its lifetime. This underlines the importance of continuing to develop and improve energy efficient innovations.


## Safety is a top priority

It is our strong belief that all accidents are preventable. We strive towards achieving our ultimate goal of zero accidents through the continuous development of our people and processes. We promote safe practices for our employees and subcontractors, as well as our customers and equipment users.

## LITTLE THINGS MATTER IN SAFETY

Millions of people use elevators, escalators and automatic building doors every day, and our top priority is to keep them safe. Children – often excited about gadgets and curious about moving objects – are a high-risk user group.

KONE organizes events with customers around the world to guide children and parents alike on safe practices. Our safety mascots Bob and Max appear in a workbook, an animated film and a video game, helping children learn how to use elevators and escalators safely.

Find out more at [www.kone.com/safety](http://www.kone.com/safety) 



## LEADER IN SUSTAINABILITY

Sustainability is an integral aspect of how we do business. For KONE, environmental responsibility is a combination of offering our customers innovative solutions that are both energy and cost-efficient, and reducing the adverse environmental impacts of its own operations. Our current machine-room-less volume elevator, the KONE MonoSpace® 500, is up to 90% more energy efficient than KONE elevators from the 1990s.

KONE's leadership in sustainability has been recognized by The Carbon Disclosure Project (CDP), where KONE was ranked as a world leader for corporate action on climate change in 2015, and was awarded a position on the Climate Performance A List. KONE also received the best possible score of 100 in the CDP Nordic report.

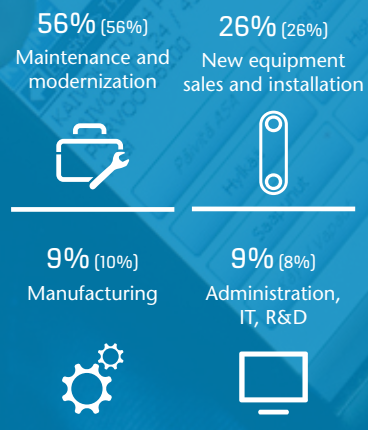




## OVER HALF OF US WORK IN THE FIELD

KONE employed approximately 50,000 people at the end of 2015. Over half of our employees are in the field every day, serving our customers in over 60 countries.

### EMPLOYEES BY JOB CATEGORY, 2015



(2014 figures in parenthesis)

# MAKING KONE A GREAT PLACE TO WORK

## Unique culture and working environment

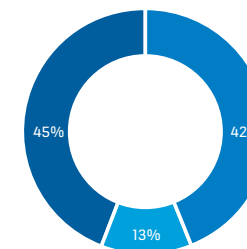
Just as the story of our industry and our cities has changed and renewed over time, so has KONE. The ability to adapt to the trends that have shaped urbanization has been a result of our products and services, and also our employees.

We deliver on our promises to customers and through this, we have consistently improved our reputation as a dependable partner, able to respond to changing requirements and market conditions.

Our company has reached remarkable heights in a little over 100 years, from its origins in a machine shop in Finland, to a global leader in the elevator and escalator industry, which it is today.

### EMPLOYEES BY MARKET, 2015

One of our strategic targets is to make KONE a great place to work. We strive to foster a collaborative culture where co-workers trust and respect each other, and leaders inspire people to deliver the best results.



Our culture builds on our values of delighting the customer, energy for renewal, passion for performance, and winning together.

■ EMEA 42% (44%)  
 ■ Americas 13% (12%)  
 ■ Asia-Pacific 45% (44%)  
 (2014 figures in parenthesis)

# KONE REFERENCES FROM AROUND THE WORLD



^ **Madison Square Garden, New York City, USA**, hosts nearly every major name in music, all-star athletes, and numerous world-famous shows.

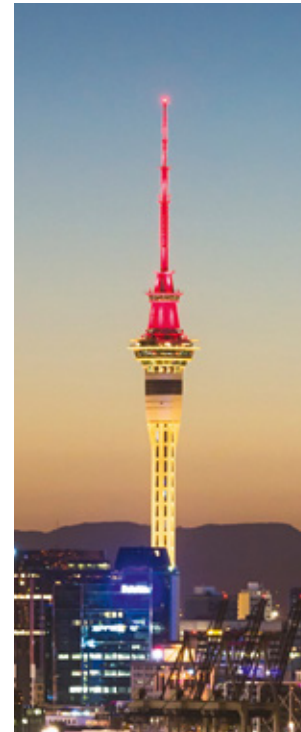
∨ **Shanghai IFC, Shanghai, China**, is a strong architectural statement that befits the city's status as an economic powerhouse.



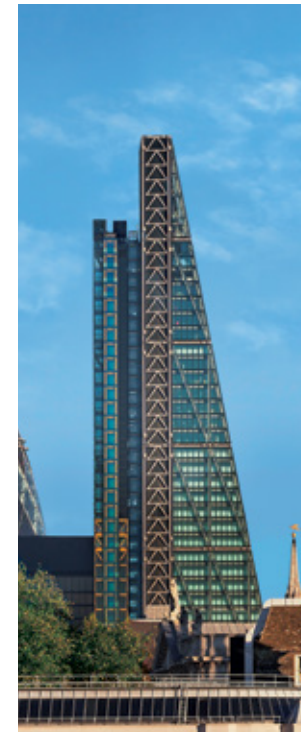
^ **Jeddah Tower, Saudi Arabia**, is expected to soar to a height of more than one kilometer. When completed in 2018, it will be the world's tallest building.



^ **Marina Bay Sands, Singapore**, is a key feature of the cityscape that further sets itself apart by adhering closely to green building practices.

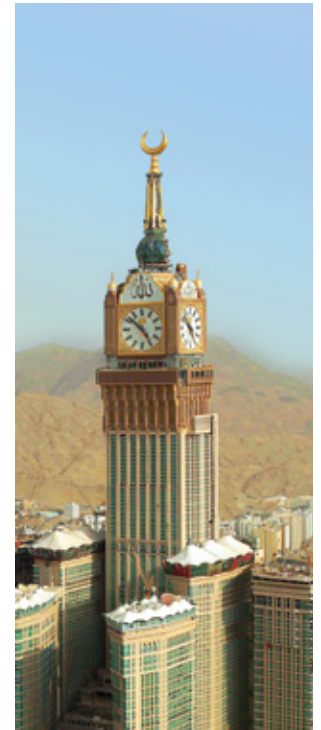


^ **Sky Tower, Auckland, New Zealand**, is the centerpiece of the SKYCITY Auckland complex and an iconic tourist attraction in its own right.



^ **The Leadenhall Building, London, UK**, nicknamed "The Cheesegrater" has a distinctive wedge shape, in which scenic elevators are a distinguishing feature.

∨ **The Makkah Clock Royal Tower Hotel, Mecca, Saudi Arabia**, excels in superlatives. It is the tallest hotel, features the largest clock face, and houses the largest indoor space in the world.



## KONE CORPORATION

### Head office

Kartanontie 1  
P.O. Box 8  
FI-00331 Helsinki  
Finland  
Tel. +358 (0)204 751

### Corporate offices

Keilasatama 3  
P.O. Box 7  
FI-02151 Espoo  
Finland  
Tel. +358 (0)204 751

