

The background of the entire page is a photograph of a man in a blue uniform, likely a transit worker, standing in a city. He is looking off to the side with a slight smile. The city buildings are blurred in the background, and a white vehicle is partially visible on the left.

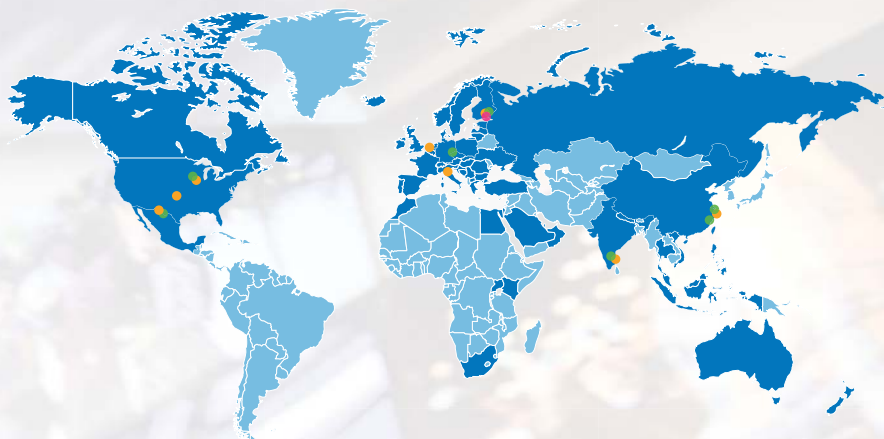
# KEEPING CITIES RUNNING

KONE in brief

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 smarter and more sustainable cities are part of the solution for better living.

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





- Head office
- Global R&D site
- Production site
- KONE is present
- Authorized distributors in over 80 countries

FOUNDED IN 1910

>55,000  
employees



>450,000  
customers worldwide

53%

new  
equipment  
business



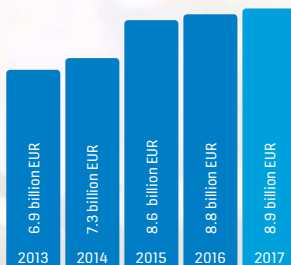
47%

service  
business

Over  
1.2 million  
items of  
equipment in  
our service

net sales

8.9  
billion €  
in 2017



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

# WINNING WITH CUSTOMERS

At KONE, we have improved the flow of urban life for more than 100 years. Our history has taught us the importance of renewing ourselves through innovation and transforming our business according to the changing environment.

Today, in an increasingly urbanized world, new technologies and new businesses are changing expectations. New technologies provide a great opportunity to learn new ways of working and serve customers in smarter and more exciting ways.

Every one of our customers is different. To succeed in this environment, we need to deliver better value and meet those individual needs. To do this, we are investing more than ever in new technologies, connectivity and new solutions.

With new ways of working, partnering and co-creation, we will help our customers improve their businesses, creating new opportunities for them. This is why our strategy is called Winning with Customers.

To bring the strategy to life, we have introduced four Ways to Win. Each of these contains a number of development programs, which is the way we make and measure progress.

## Collaborative innovation and new competencies

New technologies are changing our lives faster than ever. As people drive our success in this change, it means that we need to learn and innovate in new ways.

## Customer-centric solutions and services

Customers choose partners who best understand their changing needs and help them succeed. We understand these needs, and offer flexible solutions and services which benefit customers and users in the best way.

## Fast and smart execution

Customers want their partners in construction projects and building services to be professional, fast and reliable. They choose partners which continuously improve and focus on what is essential. We will increase speed and work smarter to focus on activities that are valuable to the customer.

## True service mindset

Customers value partners who strive to understand and take action to exceed expectations. We can make a difference by serving our customers better than anybody else.





## 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.



## TECHNOLOGICAL DISRUPTION

Rapid technological advancements in connectivity, mobility, and computing power are changing many aspects of our lives. Technological disruption drives change and means a faster pace of business and new expectations for ways of working.

New technology gives us a great opportunity to learn new ways of working and serve our customers in smarter and more exciting ways.

# 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.

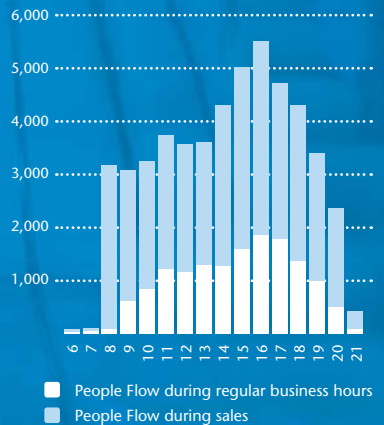
As a global leader in the elevator and escalator industry, we not only understand urbanization, but we focus on making improvements for people, as well as buildings. By anticipating needs and opportunities, we want to create a lasting positive impact on the way people move around buildings, towns or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

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



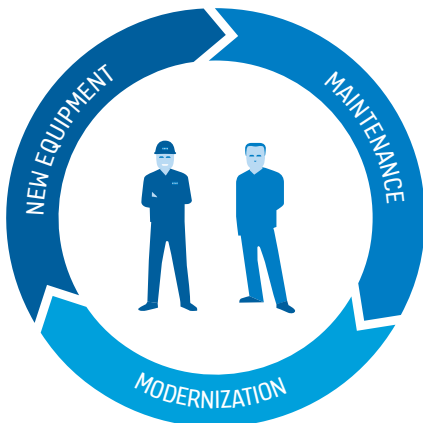
## KEEPING PEOPLE AND GOODS ON THE MOVE

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.

# 141,000

new pieces of equipment  
installed by KONE in 2017





## 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



# A LEADER IN INNOVATION

For the most part, our business has been driven by advances in mechanical engineering for more than a century. Innovation in today's world is much more. It means new processes, new integrated technologies and connectivity, as well as new benchmarks for customer service.

## Constant renewal

We constantly renew ourselves, find new ways of working and innovate with new solutions and services for our customers.

For instance, maintenance services can be revolutionized by combining cloud computing and mobile solutions. Or real-time data and analytics can help service technicians translate insights into meaningful data and keep customers informed.

## Innovating together

At KONE we take a collaborative approach to innovation.

That means working together with customers and partners. By opening up, and by encouraging new ideas we develop new skills, identify new challenges to be solved as well as being able to pilot and commercialize new products and services at a faster pace. Our mission continues to be to improve the flow of urban life, and all of our solutions add value to the life cycle of any building.

Together with our partners, we are constantly strengthening our position as innovation leader in our industry. We hold more than 3,000 patents across our business, and by understanding urbanization and our customers, we continue to develop breakthroughs to improve city life.





↑ FLOOR  
3<sup>RD</sup>

⌚ 3.7 S

🎯 51 μ

💧 72.2 %

🔄 34.3.



# OUR INNOVATION HIGHLIGHTS

Over the years, some of KONE's groundbreaking technologies have redefined innovation in the industry and shaped the future of city living and working. And whatever the future of high-rise technology might hold, KONE has the facilities to test them.



In 2017, KONE revolutionized the elevator and escalator maintenance with its intelligent **24/7 Connected Services**. As part of **KONE Care™**, 24/7 Connected Services uses the IBM Watson IoT platform and other advanced technologies to bring intelligent services to elevators and escalators.



**KONE UltraRope®** launched in 2013, enables 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.



Reaching a height of 235.6 meters, **KONE's elevator test tower in Kunshan** contains 12 shafts that can be reconfigured for testing new high-rise solutions and components. Permanent features include a high-speed elevator that carries visitors to a sky lobby and showroom at speed of up to 10m/s. This is the world's first double-decker elevator to feature KONE UltraRope® super-light rope technology.

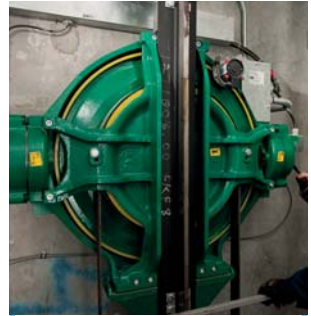




**KONE People Flow Intelligence solutions** launched in 2013, cover the key areas crucial for enabling people to move around in buildings as smoothly as possible: access control, destination guidance, equipment monitoring, and information solutions.



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 MonoSpace®** machine-room-less elevator changed the entire elevator industry in 1996 by eliminating the need for space-consuming machine rooms. Today, 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's upgraded **Tytyri high-rise testing laboratory** pioneers the solutions that enable people to move smoothly, safely and comfortably in increasingly urbanized environments. Tytyri is the tallest testing facility for elevators in the world, with the tallest shaft reaching 333 meters or 305 meters of travel.

# 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

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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). In 2017 KONE received a score of A- on climate action and was in the top category for advancing environmental stewardship.





## OVER HALF OF US WORK IN THE FIELD

KONE employed over 55,000 people at the end of 2017. Over half of our employees are in the field every day, serving our customers in over 60 countries.

### EMPLOYEES BY JOB CATEGORY, 2017

57% (56%)

Maintenance and  
modernization



25% (26%)

New equipment  
sales and installation



8% (9%)

Manufacturing



9% (9%)

Administration,  
IT, R&D



(2016 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.

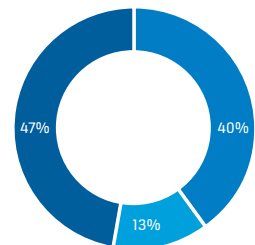
Our company has reached remarkable heights in a little over 100 years, from its origins in a machine shop in Finland, to a global leader in the elevator and escalator industry, which it is today.

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.

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.

EMPLOYEES BY MARKET, 2017



■ EMEA 40% (41%)  
 ■ Americas 13% (14%)  
 ■ Asia-Pacific 47% (45%)  
 (2016 figures in parenthesis)

# KONE REFERENCES FROM AROUND THE WORLD



**China Zun**, Beijing's tallest building-to-be will be equipped with the latest high-rise solutions available in the industry: KONE JumpLift™ construction-time elevator and KONE UltraRope® high-rise rope technology.

Toronto's tallest condominium with 79 floors, **One Bloor** is North America's first application of KONE JumpLift construction-time elevator.



**Jeddah Tower**, Saudi Arabia, is expected to soar to a height of more than one kilometer. When completed in 2019, it will be the world's tallest building.



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



Opened in 2017, **Elbphilharmonie** concert hall is the newest landmark in Hamburg, Germany. It features the world's first arched escalators by KONE.



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



**Harmony of the Seas** is the latest Oasis-class luxury cruise ship and the biggest cruise liner in the world. It features eco-efficient KONE elevators and escalators that enable the smooth flow of both guests and crew onboard the vessel.

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