

KONE Asia-Pacific, Middle East and Africa

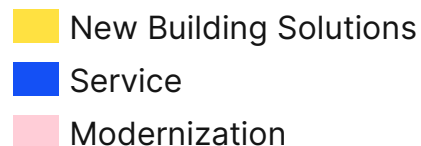
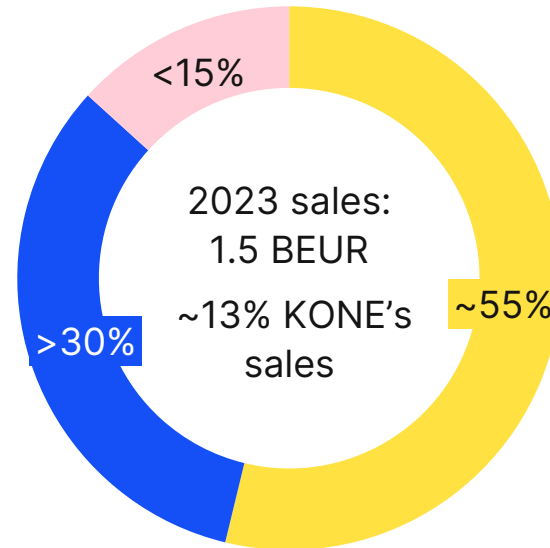
Samer Halabi, Executive Vice President, Asia-Pacific, Middle East and Africa
KONE Capital Markets Day 2024

KONE in Asia-Pacific, Middle East and Africa

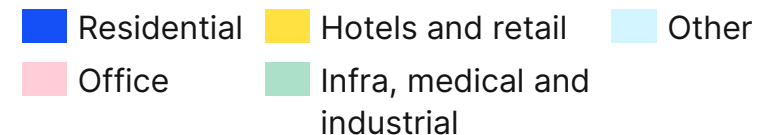
Market characteristics

- Diverse Area with a mix of mature and developing countries
- Urbanizing part of the world → business mix tilted towards New Building Solutions
- KONE #1 in New Building Solutions and #2 in Service

Sales split by business 1-12/2023

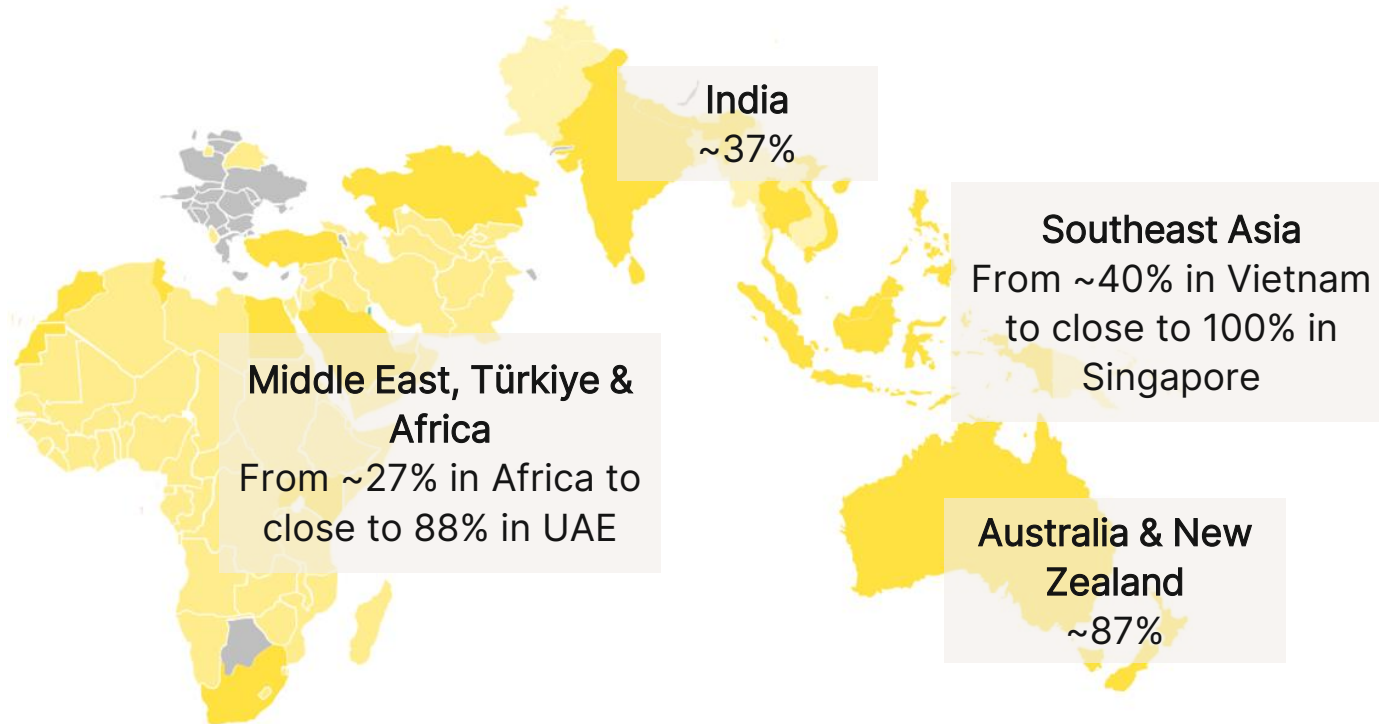


Customer segment split KONE's indicative exposure



Diverse area with a mix of mature and developing countries; urbanization rate ranging from <30% to close to 100%

Urbanization rate*



We have operations across

23 + 70

countries countries through distributors

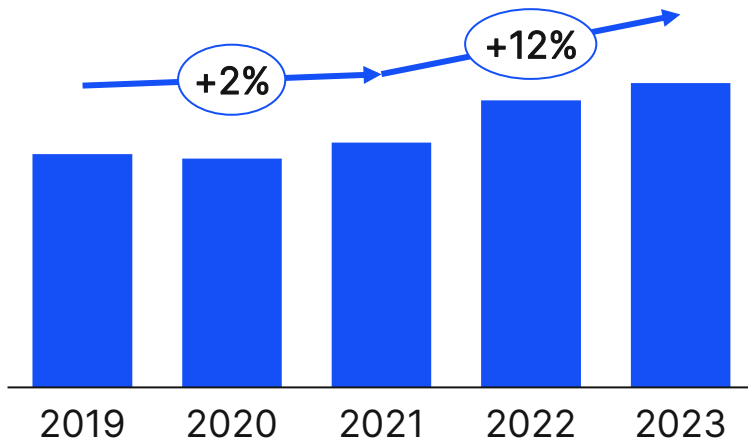
We service

~230k

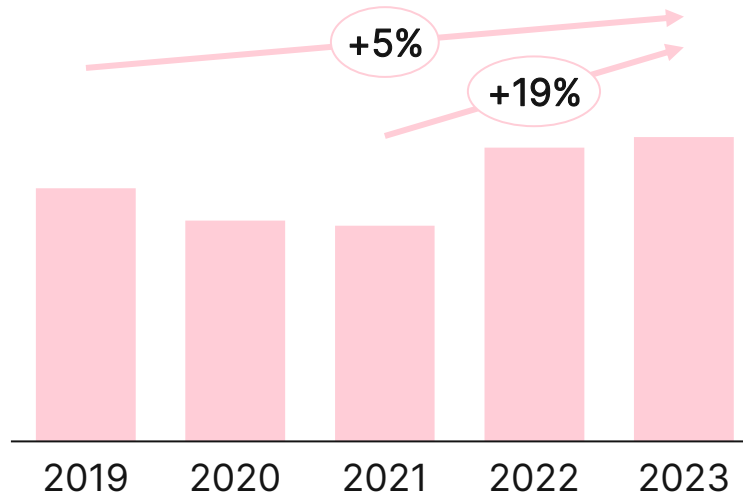
equipment across the Area

Faster than market growth with clearly above group profitability; exciting growth opportunities in all businesses

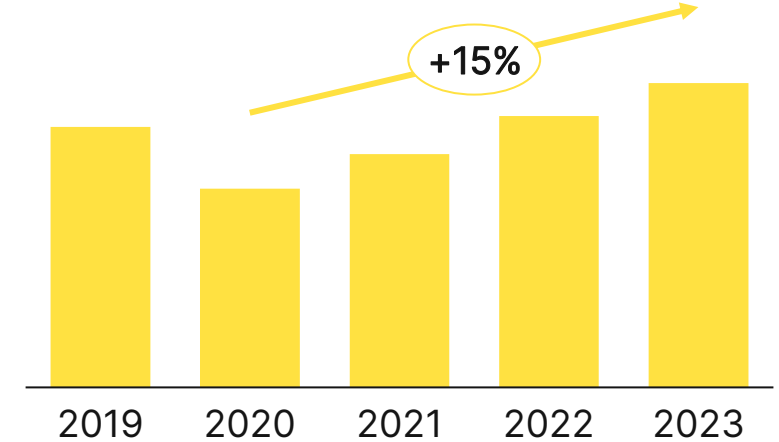
Service Sales, MEUR



Modernization Orders received, MEUR



New Building Solutions Orders received, MEUR



APMEA market outlook 2024

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Rise to lead

#1 for Employees & Customers • Innovation & Sustainability • Growth & Profitability



**Accelerate
Digital**



**Drive
Modernization**



**Win
Residential**



**Cut
Carbon**

Core: Easiest to work for and work with

Case India: Significant growth opportunities with good lifecycle profitability

Growing urban population → demand for housing and new city development

Population

1.4 bn

New urban dwellers by 2050*

>400mn

2nd largest New Building Solutions market in units globally with strong growth outlook

Market CAGR 2020-23 in value

+30%

Share of residential in the market

~75%

*United Nations World Urbanization Prospects, 2018 Revision

KONE the market leader with strong fundamentals

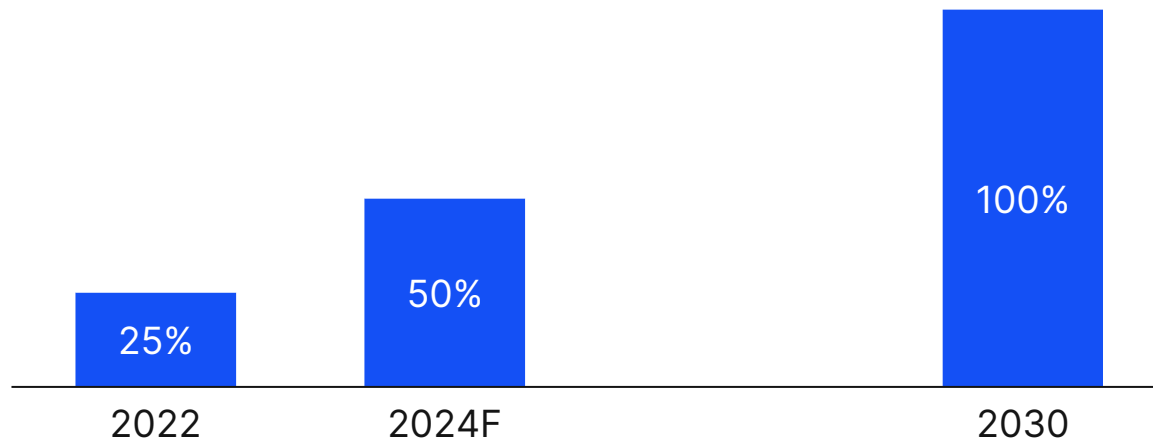
- Very high employee engagement and customer loyalty – retention rate of ~95%
- Best-in class quality with the lowest callout rate at KONE
- Production facility expanded in 2024



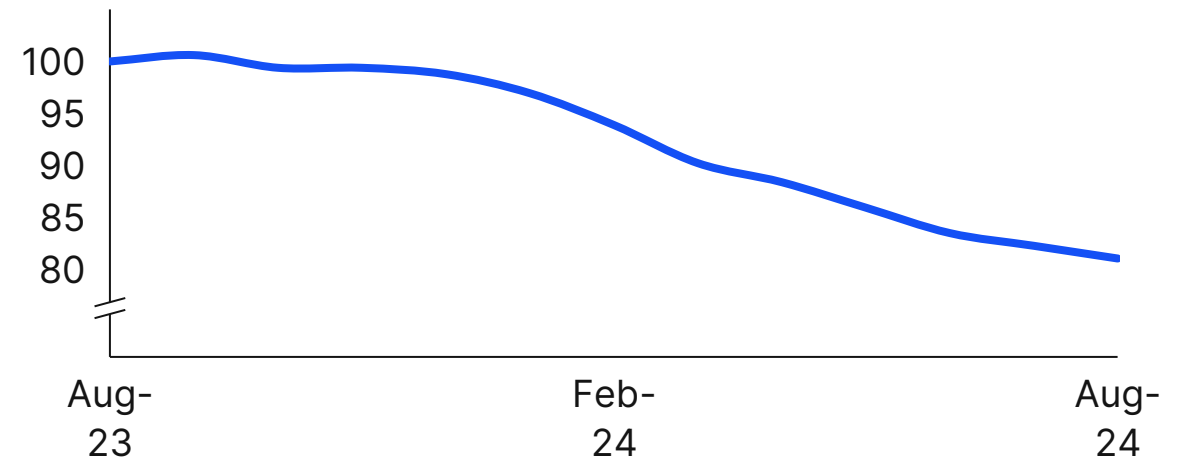
Opportunities for continued double digit growth with good profitability

Case Southeast Asia: Strong momentum in accelerating digital – benefits are already tangible

Our path towards fully connected Service base by 2030
Share of connected units in Service base



~20% reduction in call out rate of connected units in 12m
Indexed callout rate, 12 month rolling, Aug-23 = 100



+100 bps in Service profitability over two-years

Major projects – exciting opportunities in all businesses

2X

The number of >200m buildings to commence construction will double from 2024 to 2030

~600

Existing >200m buildings in the Area*

Close to 100%

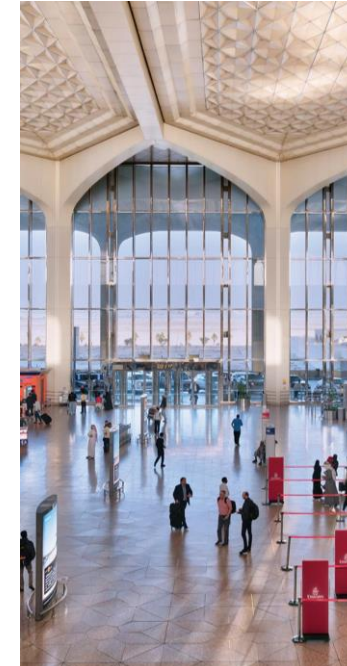
Conversion and retention rate

KONE has a market leading offering

- New KONE High-Rise MiniSpace DX with wider market coverage
- KONE High-rise JumpLift expanded to support construction productivity beyond the elevator



Melbourne Square BLVD
Melbourne, Australia



Dammam International Airport
Kingdom of Saudi Arabia



Merdeka 118
Kuala Lumpur, Malaysia

Outperforming the market with double-digit profitable growth

- Exciting growth opportunities in all businesses; KONE outperforming market growth across business lines
- Digitalization boosting Service growth and productivity, and enabling scalable growth
- KONE's highest-margin Area, with line of sight to consistent double-digit sales growth over the next years



An aerial photograph of a city, likely Helsinki, Finland, showing a dense urban landscape with numerous buildings, streets, and green spaces. The city is situated near a body of water, with a bridge visible in the distance. The sky is a mix of blue and light grey clouds. Overlaid on the center of the image is the word "KONE" in large, bold, semi-transparent grey letters. Each letter is contained within a white rectangular box that allows the city scene to be seen through it.

KONE