

Corporate governance statement

KONE's general governance principles

The duties and responsibilities of KONE Corporation's various governing bodies are determined by Finnish law and KONE's corporate governance principles. KONE complies with the Finnish Corporate Governance Code 2020 published by the Securities Market Association, with the exception of recommendations 17 (Independence of the company of the members of the remuneration committee) and 18 (Independence of the company of the members of the nomination committee). These exceptions are due to the company's ownership structure. The company's largest shareholder, Antti Herlin, controls 62 percent of the company's voting rights and 23 percent of its shares. The significant entrepreneurial risk associated with ownership is considered to justify the main shareholder serving as the Chairman of the Board of Directors and a member of the Board's Nomination and Compensation Committee and, in this capacity, overseeing shareholders' interests. The Code in its entirety is available on the Internet at www.cgfinland.fi.

KONE's administrative bodies and officers with the greatest decision-making power are the General Meeting of Shareholders, the Board of Directors of KONE Corporation, the Chairman of the Board and the President and CEO. At the Annual General Meeting of Shareholders, the shareholders approve the consolidated financial statements, decide on the distribution of profits, select the members of the Board of Directors and the auditors and determine their compensation.

KONE Corporation's Annual General Meeting is convened by the Board of Directors. According to the Articles of Association, the Annual General Meeting of Shareholders shall be held within three months of the closing of the financial year on a date decided by the Board of Directors.

Board of Directors

Duties and responsibilities

The Board of Directors' duties and responsibilities are defined primarily by the Articles of Association and the Finnish Limited Liability Companies' Act. The Board's duties include:

- compiling of the Board of Directors' report, interim reports and financial statements
- ensuring the proper organization and surveillance of the accounting and asset management
- preparation of proposals for the General Meeting and the convocation of the General Meetings
- approval and confirmation of strategic guidelines and the principles of risk management
- ratification of annual budget and plans
- possible appointment of a full-time Chairman of the Board, executive Vice Chair of the Board and a President and CEO, and decisions on the terms and conditions of their employment
- decisions on the company's corporate structure
- decisions on major acquisitions and investments
- decisions on other matters falling under the Board's responsibility by law

The Board has created rules of procedure stipulating the duties of the Board, its Chairman and its Committees. The Board of Directors holds seven regular meetings a year and additional meetings as required. The Board of Directors reviews its own performance and procedures once a year.

Members of the Board

The Annual General Meeting elects five to ten members and no more than three deputy members to the Board of Directors for one year at a time in accordance with KONE Corporation's Articles of Association. The Board of Directors elects a Chairman and Vice Chair among its members. The proposals for Board members are prepared by the Nomination and Compensation Committee under the steering of the Chairman of the Board. During the preparation and in the proposal to the General Meeting of Shareholders, attention is paid to the

board candidates' broad and mutually complementary background, experience, expertise, age, gender and views of both KONE's business and other businesses so that the diversity of the board supports KONE's business and its future in the best available way. The independence of the members of the Board is assessed in line with the independence criteria of the Finnish Corporate Governance Code.

Committees

The Board of Directors has appointed two committees consisting of its members: the Audit Committee and the Nomination and Compensation Committee. The Board has confirmed rules of procedure for both Committees. The Secretary to the Board acts as the Secretary of both Committees.

The Audit Committee monitors the Group's financial situation and supervises reporting related to the financial statements and interim reports. The Audit Committee monitors and assesses the adequacy and appropriateness of KONE's internal control and risk management, as well as the adherence to rules and regulations. It also deals with the Corporation's internal audit plans and reports. The Head of Assurance reports the internal audit results to the Committee. The Audit Committee also monitors and evaluates how agreements and other transactions between the company and its related parties meet the requirements relating to ordinary business operations and general market terms and monitors and oversees the financial statement and financial reporting process. In addition, the Audit Committee processes the description of the main features of the internal control and risk management systems pertaining to the financial reporting process included in the company's corporate governance statement.

The Audit Committee evaluates the auditing of the Group's companies and the appropriateness of the related arrangements and auditing services and considers the auditors' reports. Furthermore, the Committee formulates a proposal to the Annual General Meeting regarding the auditors to be selected for the Corporation.

The Nomination and Compensation Committee prepares proposals to be made to the Annual General Meeting



regarding the nomination of Board members and their compensation, makes decisions regarding senior management appointments and compensation and oversees the succession planning of senior management, including the President and CEO. The Committee also decides on the compensation systems to be used, and prepares the remuneration policy and remuneration report for the company's governing bodies.

Management

Chairman of the Board, Executive Vice Chair of the Board and the President and CEO

KONE Corporation's Board of Directors appoints the Chairman of the Board, the possible executive Vice Chair of the Board and the President and CEO. The Board determines the terms and conditions of employment of the executive Vice Chair of the Board and the President and CEO, and these are defined in their respective written contracts. The Chairman of the Board and the Vice Chair of the Board prepare matters to be considered by the Board together with the President and CEO and the corporate staff. The Chairman of the Board, the Vice Chair of the Board and the President and CEO are responsible for the execution of the targets, plans, strategies and goals set by the Board of Directors within the KONE Group. The President and CEO is responsible for operational leadership within the scope of the strategic plans, budgets, operational plans, guidelines and orders approved by KONE Corporation's Board of Directors. The President and CEO presents operational matters to the Board and is responsible for implementing the decisions of the Board.

Executive Board

The Executive Board supports the President and CEO in executing the corporate strategy. The Executive Board follows business developments, initiates actions and defines operating principles and methods in accordance with guidelines handed down by the Board of Directors and the President and CEO. The Executive Board holds regular monthly meetings and additional meetings as required.

Risk management, internal control, related party transactions and audit

KONE Corporation's Board of Directors has ratified the principles of risk management, internal control and internal auditing to be followed within the Group.

Risk management

The aim of risk management at KONE is to identify the risks and uncertainties related to the achievement of KONE's objectives, assess the likelihood and magnitude of the risks and opportunities and to identify necessary actions to mitigate the negative impacts of identified risks.

KONE's Global Risk Management function develops, coordinates and facilitates systematic risk management integrated into KONE's core business processes and decision-making. KONE's business units are responsible for identifying, assessing and managing risks that can threaten the achievement of their business objectives as part of KONE's strategic planning and budgeting processes.

Key risks are reported to the Global Risk Management function, which consolidates the risk information to the Executive Board. Executive Board members for Areas and global functions are owners of the key risks and opportunities relevant to the objectives of their organization. The Executive Board reviews and approves the Risk Management Policy and approves KONE's risk tolerance. KONE's Board of Directors approves the risk management principles of KONE and is responsible for monitoring and evaluating the effectiveness of KONE's risk management systems. The Board of Directors also reviews key risks and risk treatment action plans and acts, when necessary, on key risks reported to the Board.

Internal control

The aim of KONE's internal control environment is to ensure that the Group's operations are efficient and profitable, risks and opportunities are managed to an acceptable level and that the financial and operational reporting is reliable and in compliance with the applicable regulations, policies and practices.

The Board's Audit Committee monitors the efficiency and functioning of the internal control environment. The management is responsible for establishing and maintaining adequate internal controls and for monitoring their

effectiveness as part of operative management. The management is supported by a dedicated Internal Controls function, responsible for facilitating and coordinating the internal control design, implementation and monitoring across the organization.

KONE's internal control framework is built and based on corporate values, the KONE Code of Conduct, a culture of honesty and high ethical standards. The framework is supported by a dedicated leadership, training programs, a positive and diligent corporate culture and working environment as well as by attracting and promoting dedicated and competent employees. Global and local policies and principles are key part of the internal control framework.

KONE's internal controls are designed to manage relevant operational, financial, and compliance risks as part of KONE's processes and employee job roles. Internal controls are supported by global and local policies and principles that are continuously maintained by incorporating changes and developments from the business operations and information systems.

KONE's business units are responsible for implementing the control framework and for monitoring adherence to the globally and locally agreed policies and principles. KONE's Global Finance has the oversight responsibility of the overall framework.

Internal control procedures over financial reporting

Correct financial reporting in KONE's internal control framework means that its financial statements give a true and fair view of the financial performance of the operations and the financial position of the Group and that such statements do not include intentional or unintentional misstatements or omissions both in respect of the figures and level of disclosure.

Corporate-wide financial management and control of operations is coordinated by the Global Finance function and

More information

The most significant risks and uncertainties related to KONE's business are described in the Board of Directors' Report. Financial risk management is described in Annual Review Note 2.4 and 5.3.

implemented by a network of subsidiary and business entity Controllers within KONE.

KONE's monthly business planning and financial reporting process represents a key control procedure within KONE in ensuring the effectiveness and efficiency of operations. This process includes in-depth analyses of deviations between actual performance, budgets, prior year performance and latest forecasts for the business on multiple levels of the organization. The process covers financial information as well as other key performance indicators that measure the operational performance on a business unit and corporate level. The process is designed to ensure that any deviations from plans in terms of financial or operating performance and financial management policies are identified, communicated and reacted upon efficiently, in a harmonized and timely manner. KONE's financial statements are based on this management reporting process.

Financial control tasks are built into the business processes of KONE as well as into the management's ongoing business supervision and monitoring. KONE has established Financial Control Models for the New Building Solutions, Service and Modernization as well as for treasury and tax matters. The models have been defined to ensure that the financial control covers the relevant tasks in an efficient and timely manner.

The interpretation, application and monitoring of the compliance of accounting standards is centralized in the Global Finance function, which maintains, under the supervision of the Audit Committee, the KONE Accounting Standards. Reporting and forecasting contents are defined in the KONE Accounting and Reporting Instructions. These standards and instructions are maintained and updated centrally by the Global Finance function and applied uniformly throughout KONE.

KONE has a global enterprise resource planning (ERP) system which is built to reflect the KONE Accounting Standards and the KONE Accounting and Reporting Instructions. KONE applies a controlled change management process ensuring that no changes to the financial reporting logic of the ERP system can be made without approval from the Global Finance function. Automatic interfaces between different systems are principally applied in the period-end financial reporting process of KONE. Transactional processing is increasingly automated and centralized in dedicated shared service centers.

Effective internal control over record to report processes, from business processes and systems to the financial statements, is important in ensuring the correctness of financial reporting. This is driven by the identification of key data elements of the business and the quality of the data to ensure correct financial reporting and forecasting ability.

Internal audit

The Corporation has an internal audit function, which is separate from the management. The KONE Assurance function is responsible for auditing both the internal control system and the management of business risks. It reports its findings to the Audit Committee. The Head of Assurance reports to the Vice Chair of the Board.

Kristian Snäll serves as the Head of Assurance.

Related party transactions

KONE evaluates and monitors related party transactions between the company and its related parties. KONE maintains a list of related parties. KONE's related parties comprise its subsidiaries as well as the Board of Directors, the President and CEO, the Executive Board including any companies controlled or significantly influenced by them. KONE's Board of Directors has approved guidelines for how to recognize, handle, approve, monitor and report related party transactions. According to the guidelines, the Corporate Controlling function follows and monitors related party transactions as part of KONE's normal reporting and control procedures and reports related party transactions to the Audit Committee annually.

KONE's Board of Directors decides on any related party transactions which are not considered normal business activities or differ from market terms. KONE reports relevant and material related party transactions annually in the notes of consolidated financial statements.

External audit

The objective of a statutory audit is to express an opinion on whether the consolidated financial statements give a true and fair view of the financial position, financial performance and cash flows of the Group, as well as whether the parent company's financial statements give a true and fair view of the parent company's financial performance and financial position. Statutory audit also encompasses the audit of the

accounting and governance in the company. The auditor considers whether the information in the Board of Directors' report is consistent with the information in the financial statements and the report of the Board of Directors has been prepared in accordance with the applicable legal requirements.

According to the Articles of Association, the company must have a minimum of one and a maximum of three Auditors. The Auditors must be authorized public accountants or authorized public accounting firms. The Auditor is elected at the Annual General Meeting for a term that ends at the conclusion of the Annual General Meeting following the start of the term of the Auditor.

Insiders

KONE Corporation adheres to the insider guidelines of the Nasdaq Helsinki Ltd, which have been supplemented with internal insider guidelines approved by the Board of Directors. In compliance with the Market Abuse Regulation, the person discharging managerial responsibilities in KONE Corporation (managers) include the members and deputy members of the Board of Directors, the President and CEO and the members of the Executive Board. Managers are permitted to trade in KONE shares and other financial instruments of KONE during a six-week period after the release of interim reports and financial statements releases. KONE does not maintain a list of permanent insiders. KONE has resolved to maintain an insider list with respect to each quarter and year-end financial reporting. The company also maintains other project-specific insider lists when necessary. Project-specific insiders are prohibited from trading with financial instruments of KONE until the termination of the project. The person in charge of KONE's insider matters is the Secretary to the Board of Directors.

More information

This statement is available on the company's web pages at www.kone.com and it has been given separately of the Board of Directors' report.

Corporate governance in 2023

Annual General Meeting

The Annual General Meeting was held in Helsinki, Finland on February 28, 2023.

Board of Directors and committees

The Annual General Meeting elected nine members to KONE's Board of Directors: Antti Herlin (Chairman), Jussi Herlin (Executive Vice Chair), Matti Alahuhta, Susan Duinhoven, Marika Fredriksson, Iiris Herlin, Ravi Kant, Marcela Manubens and Krishna Mikkilineni. Of the Board members, five are male and four are female.

Of the Board members, Matti Alahuhta, Susan Duinhoven, Marika Fredriksson, Iiris Herlin, Ravi Kant, Marcela Manubens and Krishna Mikkilineni are independent of the Corporation. With the exception of Antti Herlin, Iiris Herlin and Jussi Herlin, the other Board members are independent of the Corporation's significant shareholders.

The Board of Directors convened eight times in 2023 in addition to which one Board decision was made without holding a meeting (per capsulam). The average participation rate of the Board members in the meetings was 99%. Johannes Frände, Executive Vice President, General Counsel, serves as Secretary to the Board and to its Committees.

Audit committee

The Board of Directors' Audit Committee comprises Susan Duinhoven (Chair, independent member), Matti Alahuhta (independent member), Marika Fredriksson (independent member) and Jussi Herlin.

The Audit Committee held three meetings in 2023. The average participation rate of the Audit Committee members in the meetings was 100%.

Nomination and compensation committee

The Nomination and Compensation Committee comprises Jussi Herlin (Chair), Matti Alahuhta (independent member), Antti Herlin and Ravi Kant (independent member).

The Nomination and Compensation Committee held six meetings in 2023. The average participation rate of the Nomination and Compensation Committee members in the meetings was 100%.

Number of Board and Committee meetings in 2023 and participant attendance:

	Board	Audit Committee	Nomination and Compensation Committee
Antti Herlin	8/8		6/6
Jussi Herlin	8/8	3/3	6/6
Matti Alahuhta	8/8	3/3	6/6
Susan Duinhoven	7/8	3/3	
Marika Fredriksson*	7/7	2/2	
Iiris Herlin	8/8		
Ravi Kant	8/8	1/1	3/3
Marcela Manubens*	7/7		
Krishna Mikkilineni	8/8		
Jennifer Xin-Zhe Li*	1/1		3/3

*Jennifer Xin-Zhe Li served as Board member until February 28, 2023. Marika Fredriksson and Marcela Manubens were elected to the Board on February 28, 2023.

Compensation and other benefits of the Board of Directors

The Annual General Meeting of KONE Corporation in February 2023 confirmed the fees of the members of the Board as follows (annual fees):

- Chairman of the Board: EUR 220,000
- Vice Chair: EUR 125,000
- Member: EUR 110,000

Of the remuneration, 40 percent was paid in class B shares of KONE Corporation and the rest in cash.

In addition, the Annual General Meeting in February 2023 confirmed a separate annual compensation to the members of the board committees:

- Chairman of the Audit Committee: EUR 20,000
- Members of the Audit Committee: EUR 10,000
- Chairman of the Nomination and Compensation Committee: EUR 20,000
- Members of the Nomination and Compensation Committee: EUR 10,000

The annual compensation of the members of the Board Committees is paid in cash. Annual board fees and annual compensation to the members of the Board committees are not paid to a board member who is employed by the company with a separate employment contract. Board members' travel expenses are reimbursed in accordance with the company's travel expense policy.

Compensation and other benefits of the Vice Chair

The Vice Chair of the Board, Jussi Herlin has a separate employment contract for his role as Executive Vice Chair of the Board at KONE. The employment-based compensation for Jussi Herlin consists of a base salary and an annual bonus decided by the Board on the basis of the Group's financial result. The annual bonus may not exceed 100 percent of the recipient's annual base salary. In 2023, Jussi Herlin's base salary and benefits were EUR 126,457. There was no bonus payout in 2023 as the performance criteria for 2022, tied to the Group's financial performance, were not met. Jussi Herlin's holdings of shares are presented in the table on page 6. The Executive Vice Chair's retirement age and pension are determined in accordance with Finland's Pensions Act. No separate agreement regarding early retirement has been made.

President and CEO

Henrik Ehrnrooth served as KONE Corporation's President and CEO until December 31, 2023. On October 25, 2023, KONE announced that Philippe Delorme had been appointed President and CEO of KONE Corporation as of January 1, 2024. Henrik Ehrnrooth will continue as Executive Advisor of KONE until the end of March 2024 to support the transition and induction of the new President and CEO.

Compensation and other benefits of the President and CEO

The compensation for President and CEO Henrik Ehrnrooth consists of a base salary, benefits and an annual bonus determined by the Board on the basis of the Corporation's key targets. The annual bonus may not exceed 150 percent of the recipient's annual salary.

In 2023 Henrik Ehrnrooth's annual base salary and benefits were EUR 762,741. He also received a bonus of EUR 465,675, which was earned in 2022. The performance criteria applied to this annual-short term incentive was based on financial, strategic and individual performance.

Henrik Ehrnrooth is included in the long-term share-based incentive plan (LTI) for the Group's top management. Additional information concerning long-term share-based incentive plan for the President and CEO is disclosed in the adjacent table.

The performance criteria applied to the 2021, 2022 and 2023 long-term incentive plans are based on annual sales growth, adjusted EBIT margin (jointly 80%) and improvements in sustainability (20%). The sustainability performance condition is a combination of reductions in carbon footprint, as well as diversity and inclusion and safety related targets.

Henrik Ehrnrooth's holdings of shares are presented in the table on the next page.

Henrik Ehrnrooth's retirement age and pension are determined in accordance with Finland's Pensions Act. There has not been any separate agreement regarding early retirement. His employment contract includes an entitlement to an equivalent of 18 months' salary, which includes the salary for a six-month term of notice in case of termination before retirement. Henrik Ehrnrooth decided to step down from his role as the President and CEO of KONE as of December 31, 2023. A separate exit agreement replaces the contractual notice of termination and severance payments.

Compensation paid to the President and CEO and to the members of the Executive Board

EUR, thousand	Jan 1–Dec 31, 2023		Jan 1–Dec 31, 2022	
	The President & CEO ¹⁾	The members of the Executive Board ¹⁾	The President & CEO	The members of the Executive Board
Base salary and benefits	762.7	6,382.8	763.9	5,106.3
Annual short-term incentive ²⁾	465.7	1,987.8	835.4	2,248.8
Long-term incentive plan ³⁾	-	2,076.2	-	36.0
Total compensation	1,228.4	10,446.7	1,599.3	7,391.2

Performance based long-term incentive plan for the President and CEO and the Executive Board as of December 31, 2023

Performance based long-term incentive plan	Performance Period	Vesting date pursuant to the plan rules	Performance Criteria	The President and CEO - Maximum earning opportunity (number of shares) ⁴⁾	The Executive Board - Maximum earning opportunity (number of shares) ^{4) 5)}
LTI 2021 ⁶⁾	January 2021 - December 2023	January 2024	Adjusted EBIT Margin % and Sales Growth Sustainability	53,541	235,578
LTI 2022 ⁷⁾	January 2022 - December 2024	January 2025	Adjusted EBIT Margin % and Sales Growth Sustainability	58,243	250,445
LTI 2023 ⁸⁾	January 2023 - December 2025	January 2026	Adjusted EBIT Margin % and Sales Growth Sustainability	74,642	296,081

¹⁾ Holdings of the shares are presented in the table on page 6.

²⁾ Short-term incentive paid in 2023 (2022) was earned in 2022 (2021).

³⁾ Henrik Ehrnrooth, the President and CEO, did not receive a share payment in 2022 and 2023 due to the long-term incentive structure changing to a three-year performance period in 2021. Based on the exit agreement, the reward from LTI 2021, LTI 2022 and LTI 2023 will be paid in January 2024 to Henrik Ehrnrooth based on a separate Board of Directors' decision. Additionally, the Board of Directors has granted Henrik Ehrnrooth an additional incentive of up to 50,000 KONE class B shares, payable by the end of 2024 based on the achievement of specific performance metrics. The early payment of LTI 2022 and LTI 2023 together with the additional share-based incentive replaces the contractual notice of termination and severance payments.

⁴⁾ The maximum number of KONE class B shares available for earning (gross before deduction for applicable taxes).

⁵⁾ KONE has delivered a total of 18,485 KONE class B shares to the two members of the Executive Board included in KONE's share-based incentive program.

⁶⁾ The final outcome and any potential share awards under the long-term incentive plan for the year 2021 will be confirmed in January 2024, depending on the performance during the years 2021, 2022 and 2023.

⁷⁾ The final outcome and any potential share awards under the long-term incentive plan for the year 2022 will be confirmed in January 2025, depending on the performance during the years 2022, 2023 and 2024.

⁸⁾ The final outcome and any potential share awards under the long-term incentive plan for the year 2023 will be confirmed in January 2026, depending on the performance during the years 2023, 2024 and 2025.

Executive Board

At the end of 2023, KONE's Executive Board consisted of the President and CEO and ten members. Henrik Ehrnrooth served as President and CEO until December 31, 2023. The other members of the Executive Board are Joe Bao, Axel Berkling, Johannes Frände, Samer Halabi, Ilkka Hara, Mikko Korte, Karla Lindahl, Tomio Pihkala, Ken Schmid and Susanne Skippari. Hugues Delval served as an executive board member until October 12, 2023. Maciej Kranz and Tricia Weener served as Executive Board members until June 30, 2023.

Compensation and other benefits of the Executive Board (excl. President and CEO)

The compensation for the members of the Executive Board comprises a base salary, benefits and an annual bonus, based on KONE's financial targets and strategic performance, as well as individual performance. The bonus amount is determined by the Nomination and Compensation Committee and may not exceed 75 percent of the annual salary.

The members of the Executive Board are included in the long-term share-based incentive plan (LTI) for top management. Additional information concerning long-term share-based incentive plan of the Executive Board is disclosed in the table on the previous page. No separate agreement regarding early retirement has been made for the members of the Executive Board. The compensation for the termination of the employment contract prior to retirement is a maximum of 15 months' salary, which includes the salary for a six-month term of notice.

The Executive Board members' holdings of shares are presented in the table on the adjacent table.

Auditing

KONE Corporation's Auditor is audit firm Ernst & Young Oy. The auditor-in-charge is Heikki Ilkka. The fees paid to Ernst & Young Oy during 2023 were EUR 1.0 million for auditing and EUR 0.4 million for tax and other services.

Shareholdings of KONE Board and Management on Dec 31, 2023 and changes in shareholding during the period Jan 1–Dec 31, 2023

	Class A shares	Change	Class B shares	Change
Alahuhta Matti			756,754	+879
Bao Joe			0	0
Berkling Axel			68,974	0
Duinhoven Susan			3,641	+879
Ehrnrooth Henrik			385,014	0
Fredriksson Marika			879	+879
Frände Johannes			1,479	+176
Halabi Samer			32,111	0
Hara Ilkka			55,289	-40
Herlin Antti	70,561,608	-	53,060,154	+1,879,546
Herlin Iiris			137,801	+879
Herlin Jussi			105,467	-4,200
Kant Ravi			4,954	+879
Korte Mikko			60,756	-6,500
Lindahl Karla			9,939	0
Manubens Marcela			879	+879
Mikkilineni Krishna			1,837	+879
Pihkala Tomio			113,658	0
Schmid Ken			24,516	0
Skippari Susanne			26,391	0

The shares owned by companies in which a Board or Management member exercises controlling power are also included in these shareholdings.

Insiders

The shareholding of the members of the Board of Directors, the Management of KONE and the corporations under their control amounted to 125,412,101 shares on December 31, 2023, which represents 23.7 % of total shares and 62.6 % of voting rights. Antti Herlin's ownership is 123,621,762 shares and 75,867,624 votes. The individual holdings of the members of the Board of Directors and Management of KONE, and the changes occurred in them during the financial year, are presented on the adjacent table.

Related party transactions

Except for management remuneration, there have not been any material transactions between KONE and its members of the Board of Directors, the President & CEO or the members of the Executive Board including any companies controlled or significantly influenced by them.

Board of Directors

Antti Herlin

Chairman of the Board

b. 1956, D.Sc. (Econ.) h.c., D.Arts h.c., D.Sc. (Tech) h.c.
Member of the Board since 1991.

Has served as Chairman of the Board since 2003. Previously served as Executive Chairman of the Board of KONE 2006–2021, as CEO of KONE 1996–2006, and as Deputy Chairman 1996–2003.

Current key positions of trust are Chairman of the Board of Security Trading Oy, Chairman of the Board of Holding Manutas Oy, and Chairman of the Board of the Tiina and Antti Herlin Foundation.

Jussi Herlin

Vice Chair of the Board

b. 1984, M.Sc. (Econ)
Member of the Board since 2012.

Serves as Executive Vice Chair of the Board of KONE since 2021 and Vice Chair of the Board since 2014. Previously served as Senior Business Analyst and Strategy Development Manager at KONE 2016–2020, as Consultant at Accenture 2012–2014, and as Deputy Member of the Board of KONE Corporation 2007–2012.

Current key positions of trust are Member of the Board of Security Trading Oy, Member of the Board of Holding Manutas Oy, Member of the Board of Technology Industries of Finland, Member of the Board of the Finnish Foundation for Share Promotion and Member of the Board of the KONE Centennial Foundation.

Matti Alahuhta

b. 1952, D. Sc. (Tech.), D.Sc. (Tech.) h.c.
Member of the Board since 2003.

Previously served as President and CEO of KONE 2006–2014, as President of KONE 2005–2006, as Executive Vice President of Nokia Corporation 2004, as President of Nokia

Mobile Phones 1998–2003, and as President of Nokia Telecommunications 1993–1998.

Current key positions of trust are Chairman of the Board of DevCo Partners Corporation and Member of the Board of Volvo Group (publicly listed company).

Susan Duinhoven

b. 1965, Ph.D. (Physical Chemistry), B. Sc. (Physical Chemistry)

Member of the Board since 2020.

Served as President and CEO of Sanoma Corporation (publicly listed company) from 2015 till January 1, 2024. Previously served as CEO of Koninklijke Wegener N.V. 2013–2015, as CEO of Western Europe / CEO Netherlands at Thomas Cook Group Plc 2010–2013, as Managing Director of Benelux & New Acquisitions Europe at Reader's Digest 2008–2010, and as CEO at De Gule Sider A/S 2005–2007. Started her career at Unilever in 1988.

Marika Fredriksson

b. 1963, M.Sc. (Econ.)

Member of the Board since 2023.

Previously served as CFO and Group Executive Vice President of Vestas Wind Systems A/S 2013–2022, CFO of Gambro AB 2009–2012, CFO of Autoliv Inc. 2008–2009, and has held various positions, including CFO and Senior Vice President Finance and Strategy at Volvo Construction Equipment Corporation 1996–2008.

Current key positions of trust are member of the board of A.P. Møller - Maersk A/S (publicly listed company), member of the board of AB Industrivärden (publicly listed company), member of the board of Sandvik AB (publicly listed company), member of the board of Ecolan AB, chairman of the board of emagine Consulting, and advisory board member of Axcel.

Iiris Herlin

b. 1989, M.Soc.Sc., Bachelor of Natural Resources

Member of the Board since 2015.

Previously served as Deputy Member of the Board 2013–2014.

Current key positions of trust are Member of the Board of Security Trading Oy and Member of the Board of the Tiina and Antti Herlin Foundation.

Ravi Kant

b. 1944, B.Tech. (Hons.), M.Sc., D.Sc. (Hon)
Member of the Board since 2014.

Previously served in different positions at Tata Motors 1999–2014 (as Managing Director and CEO 2005–2009 and after that as the Vice Chairman of the Board of Directors until 2014). Prior to that, he served as Director, Consumer Electronics at Philips India, as Director (Marketing) at LML Ltd., and as Vice President (Marketing) at Titan Watches Ltd. Current key positions of trust are Member of the Board of Hawkins Cookers Ltd (publicly listed company), Chairman of the Board of Karkinos Healthcare and Chairman of the Advisory Board of both MedTherapy India and Akhandjyoti Eye Hospital.

Marcela Manubens

b. 1958, MBA, Masters on Business Administration, Certified Public Accountant

Member of the Board since 2023.

Founder and principal of Roxbury Global LLC, Executive Advisory on Sustainable Business. Previously served as Global Vice President for Integrated Social Sustainability 2016–2021 and Global Vice President for Social Impact 2013–2016 at Unilever PLC, United Kingdom and as Corporate Social Responsibility Officer and different positions at PVH Corp., USA 1991–2012.

Current key positions of trust are Member of the Responsible Investment and Business Advisory Board at Sierra Global Management, Member of the Advisory Board at Geneva Center for Business and Human Rights, Geneva School of Economics and Management, Adjunct Professor at Glasgow Caledonian New York College - Master of Science on



Business for Social Impact and Sustainability and faculty member of The Competent Boards.

Krishna Mikkilineni

b. 1959, Ph.D. (Electrical and Computer Engineering), B.Tech. (Electronics and Communications Engineering). Member of the Board since 2022.

Previously served in different positions at Honeywell International Inc. both in the U.S.A. and India 1985–2019 (latest positions were Chief Technology Officer, Chief Information Officer, Chief of Integrated Supply Chain & Customer Service globally across the Honeywell Corporation). Prior to that, he was President of Honeywell Technology Solutions.

Current key positions of trust are Senior Advisor for various start-ups, General Partner in a Venture Capital fund, and Member of the Board of a Private Equity firm. He actively manages a private philanthropic foundation focused on education and elderly care.

Jennifer Xin-Zhe Li served as a Board member until February 28, 2023. Marika Fredriksson and Marcela Manubens were elected to the Board on February 28, 2023.

More information

As of July 3, 2016, the trades of KONE Board and Management are published as stock exchange releases.



Executive Board

Henrik Ehrnrooth

President and CEO (until Dec 31, 2023)

b. 1969, M.Sc. (Econ.)

President and CEO of KONE since 2014. Member of the Executive Board and employed by KONE since 2009.

Previously served at KONE as Chief Financial Officer 2009–2014. Prior to joining KONE, he worked at Goldman Sachs 1998–2009 (most recently as Managing Director in the Investment Banking Division) and at UBS in various roles 1994–1998.

Current key positions of trust: Board Chair of UPM-Kymmene Corporation, Member of the Foundation Board of the International Institute of Management Development (IMD, Switzerland), and Member of the European Round Table for Industry (ERT).

Joe Bao

Greater China

b. 1982, B.A. (Management Information Systems)

Member of the Executive Board and employed by KONE as of October 2022.

Previously served as President of Microsoft China 2021–2022, as well as in various leadership roles in the areas of sales, marketing, and strategy at both Microsoft Corporate headquarters and the Greater China Region 2004–2021.

Current key positions of trust: member of the Board of Governors of the American Chamber of Commerce in China and Chairman of FinnCham Shanghai.

Axel Berkling

Commercial & Operations

Strategy & Transformation (interim)

b. 1967, M.Sc. (Econ.)

Member of the Executive Board since 2016. Employed by KONE since 1998.

Previously served at KONE as Executive Vice President, Central and North Europe 2021–2023, as Executive Vice President, Asia-Pacific 2016–2021, as Managing Director,

KONE Germany 2012–2016, and in various regional commercial roles (including Service Director in Germany) 2007–2012. Prior to joining KONE, he served at Nass Magnet GmbH as Managing Director 1996–1998 and at Arthur Andersen in different roles 1992–1995.

Johannes Frände

General Counsel

b. 1979, LL.M., M.Sc. (Computer Science)

Member of the Executive Board since 2021. Secretary to the KONE Board of Directors since 2022. Employed by KONE since 2012.

Previously served as Head of Legal for KONE's Service Business and KONE's Technology and Innovation unit 2017–2021 and as Senior Legal Counsel 2012–2016. Prior to joining KONE, he worked as an attorney at Roschier Attorneys Ltd. 2005–2007 and 2009–2012 and at Debevoise & Plimpton LLP 2008–2009.

Samer Halabi

Asia-Pacific, Middle East and Africa

b. 1970, M.Sc. (Mechanical Engineering)

Member of the Executive Board since 2021. Employed by KONE since 2001.

Previously served at KONE as Regional Managing Director, KONE Middle East and Africa 2010–2021, as Managing Director, KONE Qatar 2007–2010, as Managing Director, KONE Distributor Business 2004–2007, and in various other leadership roles in the Middle East and Africa region 2001–2004.

Ilkka Hara

Chief Financial Officer

b. 1975, M.Sc. (Econ.)

Member of the Executive Board and employed by KONE since 2016.

Previously served at Microsoft Phones as General Manager and Chief Financial Officer 2014–2016, and at Nokia in

various leadership roles 2004–2014. Prior to this, he worked at ABN AMRO 2003–2004 and at Morgan Stanley 2001–2003.

Current key positions of trust: Member of the Board of Directors at Hartili Oy.

Mikko Korte

Supply Chain

b. 1968, M.Sc. (Eng)

Member of the Executive Board since 2016. Employed by KONE since 1995.

Previously served at KONE as Executive Vice President, Operations Development 2016–2023, Head of New Equipment Business, KONE Americas 2013–2015, as Managing Director, KONE Finland and Baltics 2011–2013, as Service Director, KONE Central and North Europe 2007–2011, as Service Business Director, KONE Scandinavia 2004–2007, and as Service Operations Manager, KONE Finland 1999–2004.

Karla Lindahl

Europe

b. 1981, LL.M., M.A. (EC Competition Law)

Member of the Executive Board since April 2022. Employed by KONE since 2004.

Previously served at KONE as Executive Vice President, South Europe and Mediterranean 2022–2023, as Managing Director, KONE Finland and Baltics 2017–2022, as Vice President, Strategy Development and Market Intelligence 2016–2017, as Vice President, Strategy Development and Investor Relations 2014–2016, as Director, Investor Relations 2010–2014, as Legal Counsel 2005–2010, and as Assistant Legal Counsel 2004–2005.

Current key position of trust: Member of the Board of NKT A/S.



Tomio Pihkala

Chief Technology Officer

b. 1975, M.Sc. (Mechanical Engineering)
Member of the Executive Board since 2013. Employed by KONE since 2001.

Previously served at KONE as Executive Vice President, New Equipment Business 2019-2023, as Executive Vice President, Chief Technology Officer 2015-2019, as Executive Vice President, Operations Development 2013-2015, as Vice President, Technology Finland 2011-2013, as Director, Service Equipment Business, KONE China 2009-2010, and as Director, Product Strategy and Marketing, KONE China 2007-2008.

Current key positions of trust: Member of the Board of Toshiba Elevator and Building Systems Corporation, and Member of the Board of Vexve Armatury Group.

Ken Schmid

Americas

b. 1963, B.A. (History), MBA (Business Administration)
Member of the Executive Board since 2020. Employed by KONE since 1986 (Montgomery Elevator Company until 1994).

Previously served at KONE as Senior Vice President, Finance, KONE Americas 2005-2020, as Senior Vice President, Global Information Services 2003-2005, as Senior Vice President, Chief Information Officer, KONE Americas 1998-2003, as Vice President, Quality 1995-1998, and in various new equipment sales roles in multiple branch offices.

Current key positions of trust: Member of the Board of National Elevator Industry, Inc. (NEII), and Member of the Board of Advisory Board to Invest in Finland, USA.

Susanne Skippari

People & Communications

b. 1974, M.Sc. (Econ.)
Member of the Executive Board since 2017. Employed by KONE since 2007.

Previously served at KONE as Executive Vice President, Human Resources 2017-2023, Head of Human Resources, New Equipment Business 2015-2017, as Head of Talent Management 2007-2008 and 2011-2015, and as Area

Human Resources Director, Europe, Middle East and Africa 2009-2011. Prior to joining KONE, she served at Nokia in various Human Resources roles in Finland and in Argentina 1999-2006.

Key position of trust: Member of the Board of Uponor Corporation 2022-2023.

Maciej Kranz served as Executive Vice President, Chief Technology Officer and Tricia Weener as Executive Vice President, Marketing and Communications until June 30, 2023.

On October 25, 2023, KONE announced that Philippe Delorme had been appointed President and CEO as of January 1, 2024, following a release published on October 2, 2023, about Henrik Ehrnrooth's intention to step down from the role of President and CEO. Henrik Ehrnrooth will continue as Executive Advisor until the end of March 2024 to support the transition and induction of the new CEO.

Axel Berkling was appointed Executive Vice President, Commercial & Operations as of October 12, 2023, succeeding Hugues Delval who served as Executive Vice President, Commercial & Operations until October 12, 2023. Axel continued to also lead the Strategy & Transformation organization until the end of 2023. Kaori Uehigashi was appointed interim Executive Vice President for Strategy & Transformation organization as of January 4, 2024, and she will act in this position until the end of 2024. Nicolas Alchal, Managing Director for KONE Middle East, Türkiye, and Africa, was appointed Executive Vice President, Strategy & Transformation as of Jan 1, 2025. Before starting in this role in the beginning of 2025, Nicolas will act as an interim Executive Vice President for Europe Area, from March 1, 2024, onwards, when the current position holder, Karla Lindahl, starts her maternity leave. Karla will return to the position of Executive Vice President, Europe in early 2025.

As of January 1, 2024 KONE's Executive Board consisted of the following members: Philippe Delorme (the President and CEO), Joe Bao (EVP, Greater China), Axel Berkling (EVP, Commercial & Operations), Johannes Frände (Legal Counsel), Samer Halabi (EVP, Asia-Pacific, Middle East and Africa), Ilkka Hara (Chief Financial Officer), Mikko Korte (EVP, Supply Chain), Karla Lindahl (EVP, Europe), Tomio Pihkala (EVP, Chief Technology Officer), Ken Schmid (EVP, Americas), Susanne Skippari (EVP, People &

Communications) and Kaori Uehigashi (interim EVP, Strategy & Transformation).

More information

Shareholdings of KONE Corporation's public insiders are available on page 6.