



Annual Shareholders' Meeting

April 5, 2017

Aki Ojanen, CEO

An active developer of businesses

VISION

Aspo's vision is to increase the value and competence of the company over the long term, from generation to generation.

STRATEGY

Aspo's strategy is to own, lead and develop its business operations for the long term.

Aspo develops small and medium-sized companies, whose aim is to be the market leader in their specific business field and to grow faster than the market.

The personnel of Aspo Plc



CEO 2009–

Aki Ojanen

eMBA, born 1961

Hilkka Jokiniemi

Executive Assistant, Aspo Plc, 2000–
Responsibilities: Group communications

Arto Meitsalo

CFO, Aspo Plc, 2009–
Managing Director, Aspo Services Ltd,
2013–
M.Sc. (Econ.)
Responsibilities: Group finances, internal
control, ICT, administration and HR

Toni Santalahti

Director, Legal Affairs, Aspo Plc, 2008–
Responsibilities: Group legal affairs and
corporate governance

Harri Seppälä

Group Treasurer, Aspo Plc, 2008–
eMBA
Responsibilities: Group financing and
investor communications

Strengths of a conglomerate

Predictable result development and diversified risks.

Cash flows are divided between 16 countries and several currency areas.

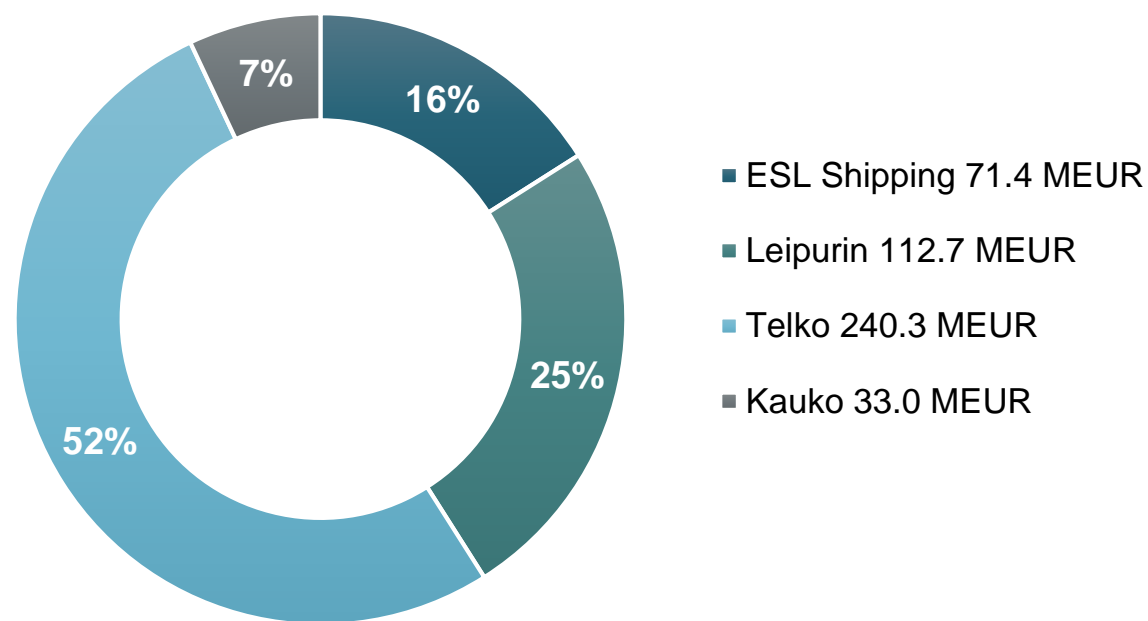
Business operations are independent of each other and serve different customer clusters.

A significant part of operations are in potential growth markets with a strong market position.

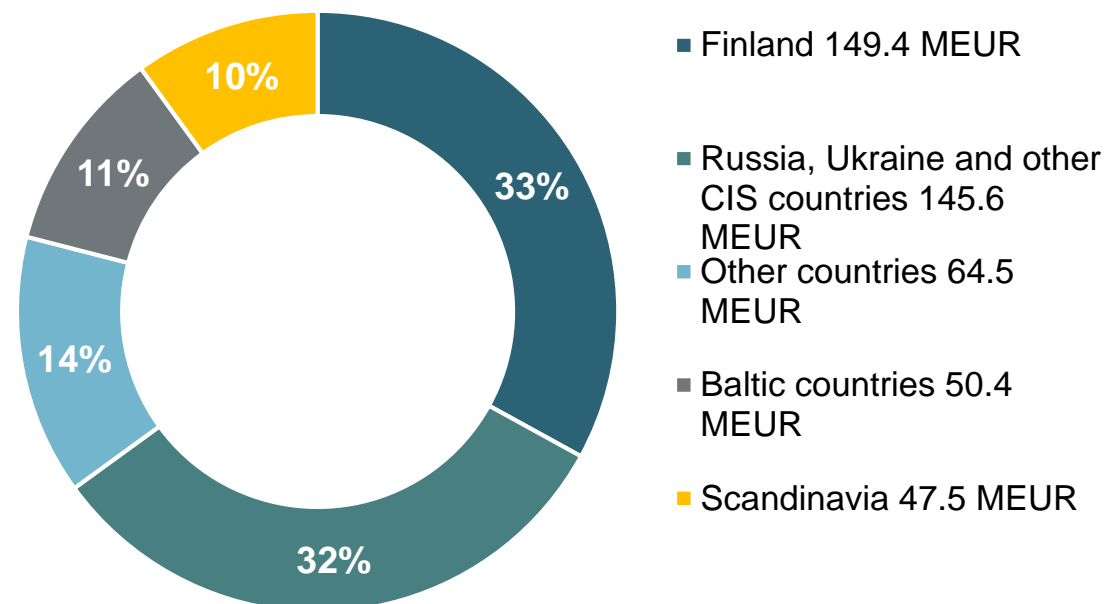
Synergy benefits from strategic skills, financing, leadership effectiveness and systems.

Aspo represents a balanced entity

Net sales by segment (2016)



Net sales by market area (2016)



We operate in North Europe and rapidly growing markets

- Offices in the major cities of the customs union area of Russia, Belarus and Kazakhstan.
- We are responsible for the whole value chain (import-customs-sales-product development).
- The northern sea area of Russia is a significant market area for ESL Shipping.



Business operations in Russia, Ukraine and other CIS countries

- Success is based on know-how, making the right choices, as well as on a regional strategy.
- No significant tangible investments.
- Fast circulating working capital (product inventories) and the possibility to transfer capital fluctuations to product prices.
- Fluctuation in the external value of the ruble especially impacts euro-denominated net sales.

In Russia, ruble-denominated net sales increased in 2016

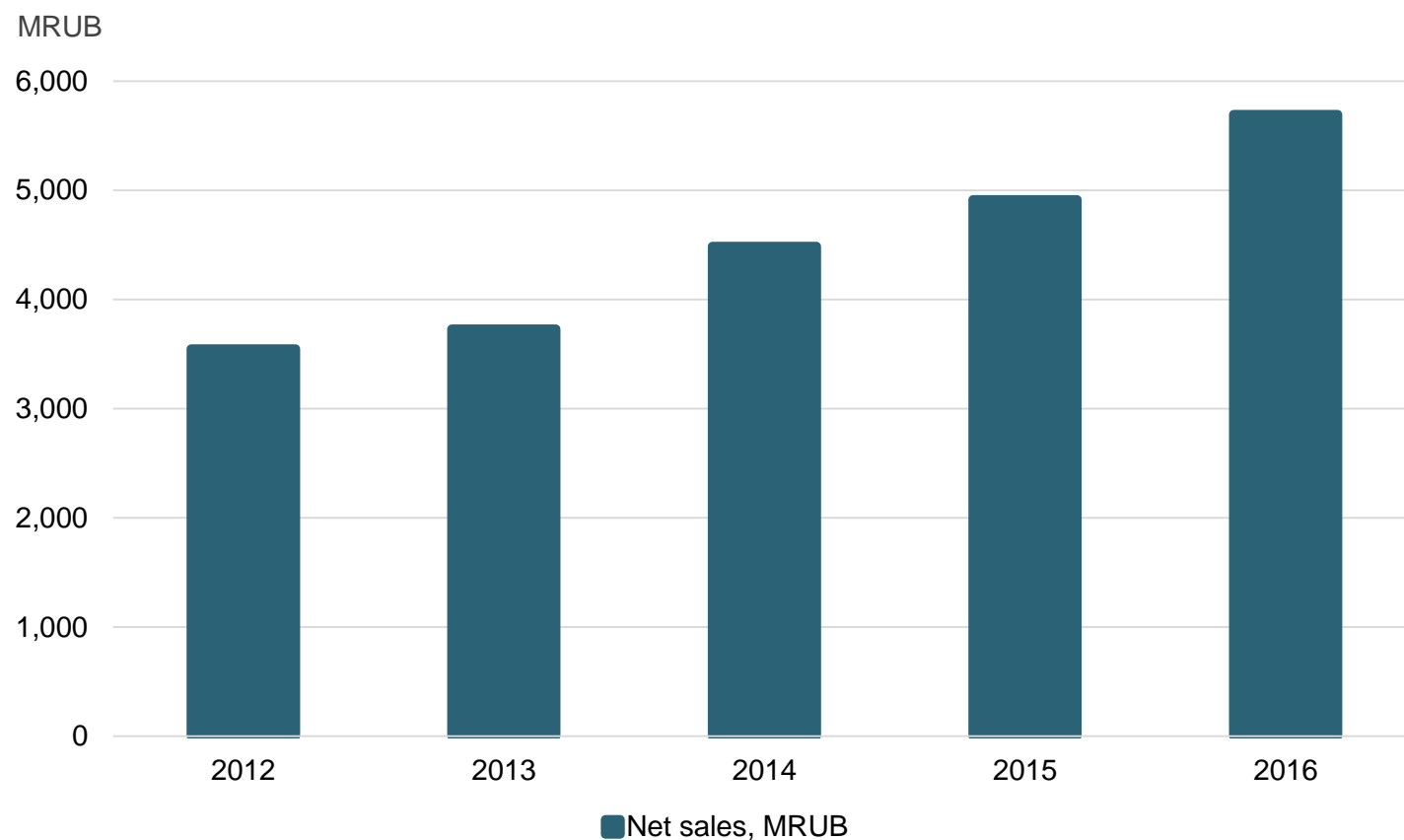
16%

The value of the ruble increased in 2016

20%

Aspo's growth in Russia

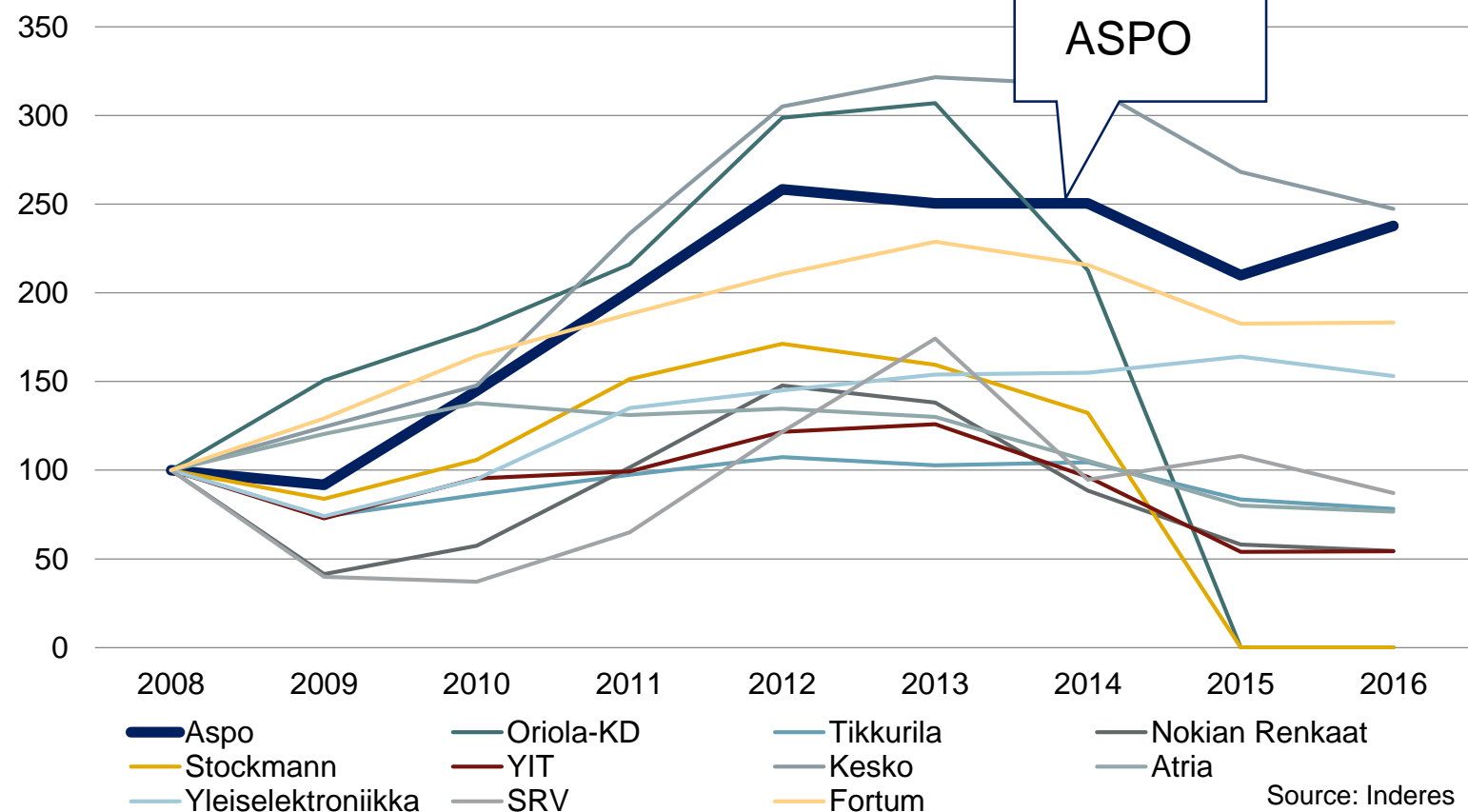
Net sales of Aspo's Russian companies



Annual net sales growth in
Russia, on average
2012–2016
12%

Russian companies' development of net sales 2008–2016

Indexed development of net sales 2008–2015



Aspo has had strong organic growth between 2008–2016.

The risk level of organic growth is lower than through acquisitions and capital investments.

The efficient leadership system of a conglomerate

Aspo's Board of Directors evaluates new business opportunities, decides on significant investments, as well as sets long-term financial targets.

The efficient administration of Aspo Plc is responsible for the processes of finances, financing and development of Group structure.

Business operations' Board of Directors evaluate the business environment, are responsible for strategy and target setting, as well as support the business operations' management in reaching set targets.

Managing Directors of business operations lead the operations of their companies with long-term targets.



ESL Shipping

A pioneer in specific transportation, reliability and eco-friendliness

ESL Shipping management



Managing Director 2013–

Matti-Mikael Koskinen

M.Sc. (Econ.), born 1972

BOARD OF DIRECTORS

Aki Ojanen

Chairman of the Board since 2009

Mikko Niini

M.Sc. (Tech.), the Finnish honorary title of merenkulkuneuvos (maritime counsellor)

Member of the Board since 2012

Managing Director, Aker Arctic Technology Inc, 2005–2014

Kimmo Nordström

Member of the Board since 2016

Chairman of the Board,
Containerships Ltd Oy

Ulla Tapaninen

Ph.D., docent

Member of the Board since 2012

Senior Advisor, City of Helsinki

ESL Shipping year 2016

71.4 MEUR
(76.2 MEUR)

Net sales

12.6 MEUR
(14.7 MEUR)

Operating profit

226
(223)

Personnel

ESL Shipping year 2016

KEY EVENTS

- A substantial investment in the world's first environmentally friendly Handysize dry cargo vessels powered by LNG.
- Construction of the new vessels has proceeded as planned, and are estimated to begin operations at the beginning of 2018.
- The EU funding for the energy-efficiency and environmental investments in ships in 2016–2019 is at most EUR 5.9 million.
- Diversified operations enable competitive and cost-efficient financing.

OPPORTUNITIES

- Unique vessels, long-term customerships, and tightening environmental standards strengthen the competitiveness of ESL Shipping and enable sustainable profitability that is higher than the market levels.
- The transportation volume of bioenergy will increase due to the transition to biofuels.
- Operations in the arctic regions will increase due to climate change.

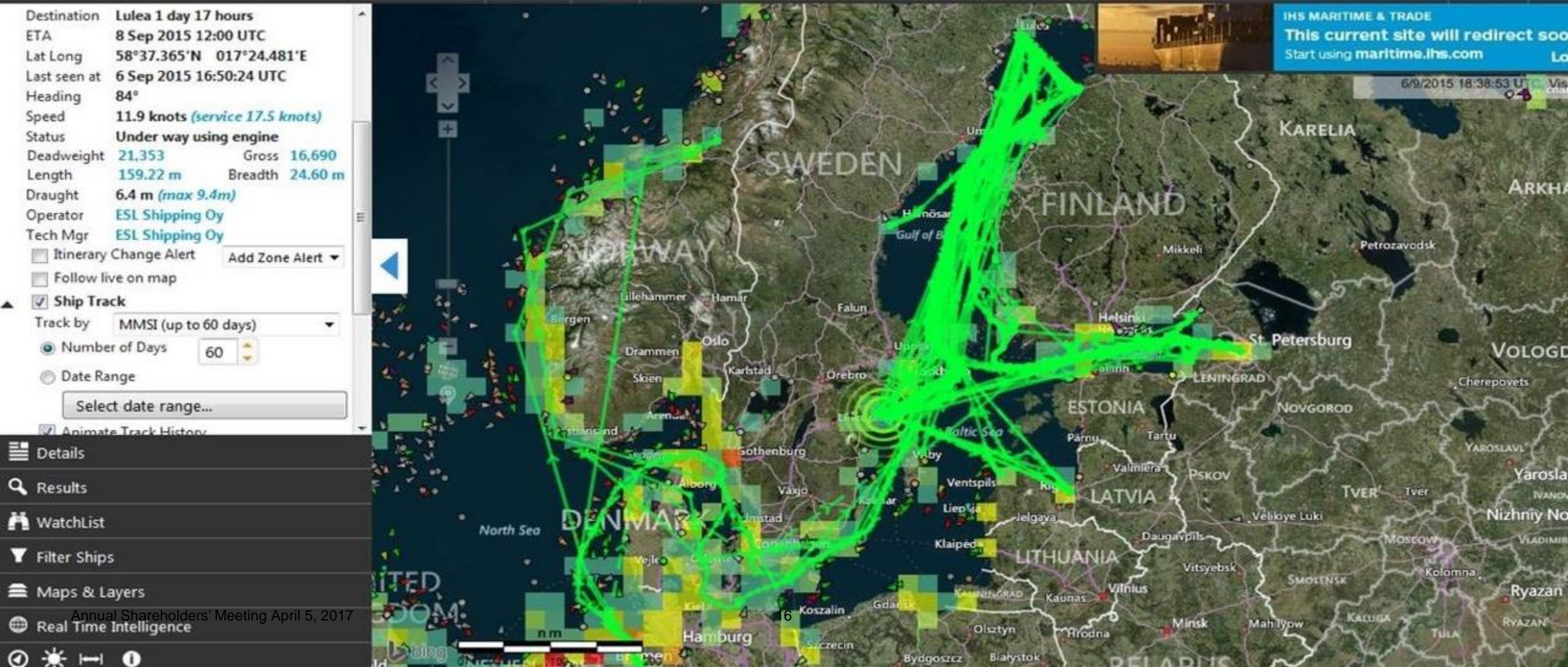
A pioneer in energy and environmental-efficiency

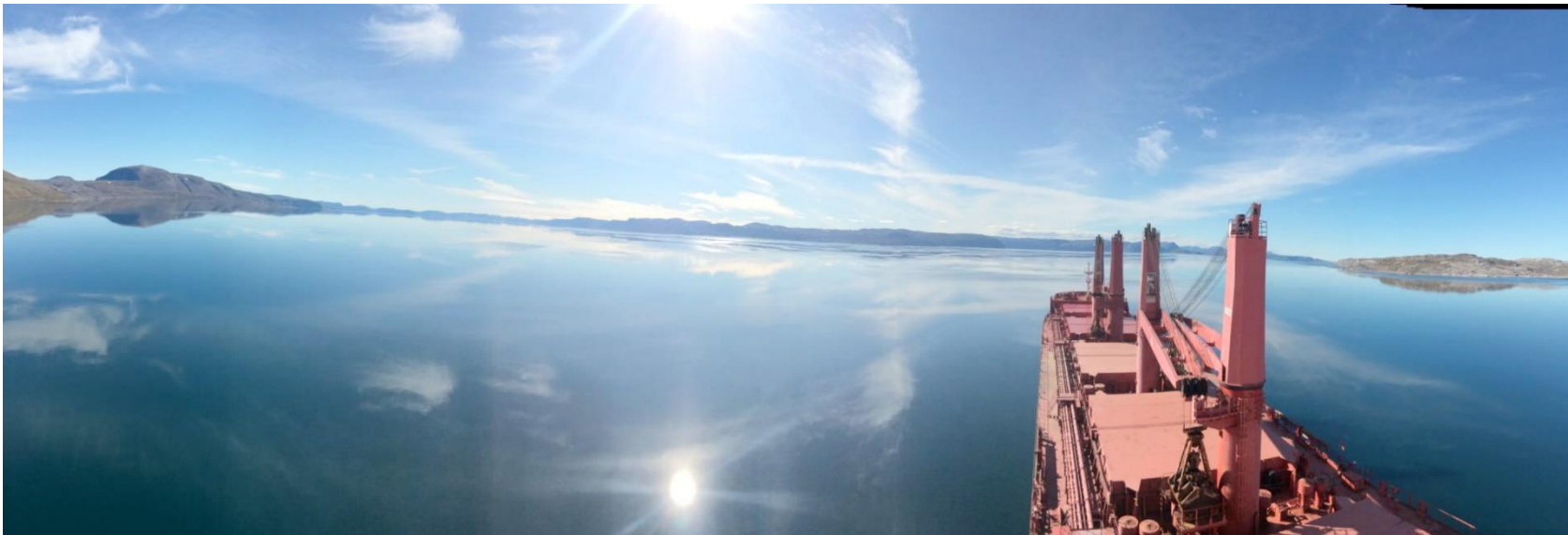


Ships are the most ecological mode of cargo transportation. A sulphur directive is in effect in the Baltic Sea.

The CO₂ emissions of the new LNG-vessels are more than 50% lower when compared to current vessels.

We are an integral part of our customers' logistics chain





Transition to biofuels promotes business

Energy-efficiency vs. transportation volumes



The transition to biofuels will significantly increase the need for transportation.

Source: Lloyds/BDI

Leipurin

Think Deliciously



Leipurin management



Managing Director 2016–

Mikko Laavainen

M.Sc. (Econ.), born 1973

BOARD OF DIRECTORS

Aki Ojanen

Chairman of the Board since 2009

Jukka Havia

M.Sc. (Econ.)

Member of the Board since 2014

Chief Financial Officer, Tikkurila Oy

Kaisa Poutanen

D.Sc. (Tech.)

Member of the Board since 2014

Research Professor, VTT Technical
Research Centre of Finland

Esa Rautalinko

M.Sc. (Econ.)

Member of the Board since January 1, 2017

Chairman of the Board, Cinia Group Ltd.

Harri Sivula

M.Sc. (Admin.)

Member of the Board 2010–2013
and since 2014

Chairman of the Board: Tokmanni Plc

Managing Director, Restel Ltd. 2010–2014

Leipurin year 2016

112.7 MEUR
(117.8 MEUR)

Net sales

2.0 MEUR
(2.4 MEUR)

Operating profit

322
(299)

Personnel

Leipurin year 2016



KEY EVENTS

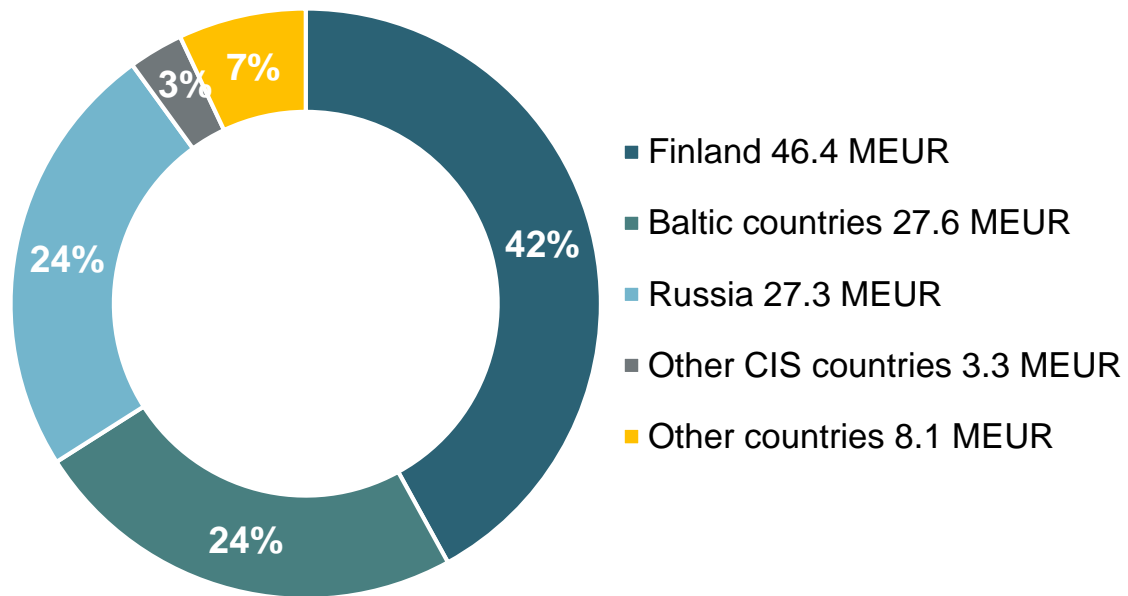
- Mikko Laavainen was chosen as the new Managing Director 3/2016.
- Renewing the Executive Committee according to the new strategy and ambition.
- The product offering and sales of out-of-home eating was developed, especially in Finland.
- Net sales and operating profit increased in Russia and CIS countries in bakery raw materials.
- Machine operations produced a loss, but the order book was at a record-high at the end of the accounting period.

OPPORTUNITIES

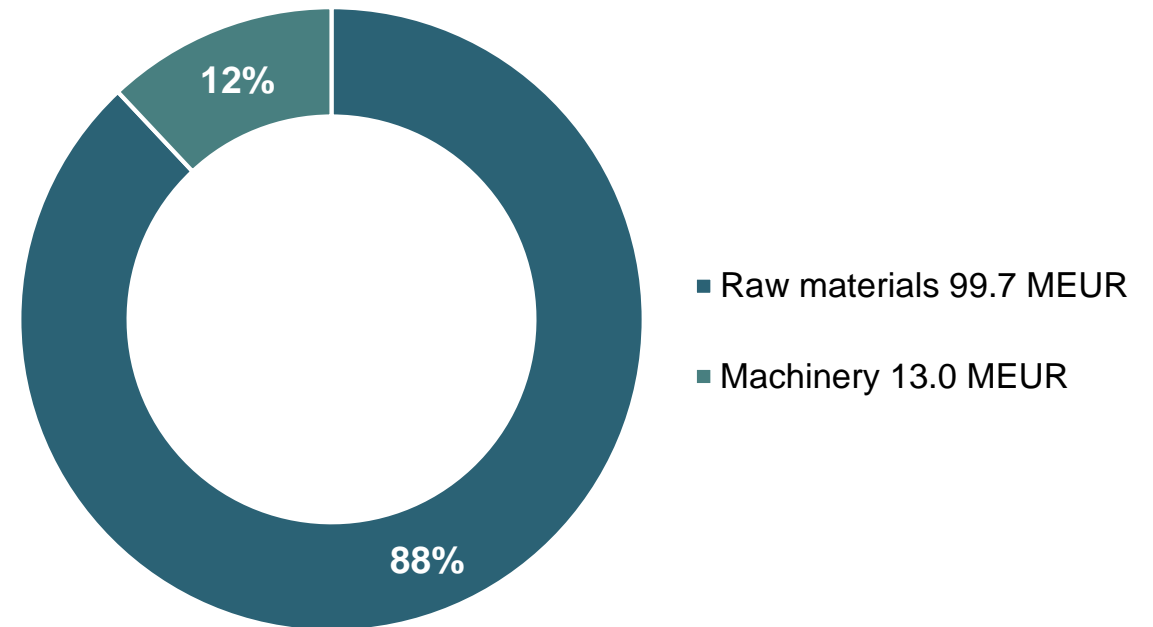
- Utilizing knowledge of industrial baking and large volumes for new customers.
- Utilizing the snack and out-of-home (OOH) trends.
- Strengthening position in industrial baking and growth, especially in the eastern markets.
- Directing machine operations outside home markets. High order book for 2017.

Leipurin net sales distribution 2016

Net sales distribution by country



Net sales distribution by business



Targets and measures to develop operations

Organic growth

Growth in Russia and in the CIS countries; utilizing the growth of the industrial baking industry.

Developing the OOH product offering and sales in the west.

Improving profitability

Expanding the product offering and customer base.

New working models and product development.

Reaching full production capacity in machine operations.

Business development

Improving leadership and skills.

Developing the product offering to suit current and new distribution channels.

Improving consumer and customer orientation.



Kauko management



Managing Director 2015–

Sami Koskela

M.Sc. (Tech.), born 1979

BOARD OF DIRECTORS

Aki Ojanen

Chairman of the Board since 2009

Pirja Heiskanen

M.Sc. (Tech.), Ph.D.

Member of the Board since 2012

Vice President, Futurice Ltd

Hanna-Mari Parkkinen

MBA

Member of the Board since 2015

Group Business Design Director,
Fjord Design and Innovation from
Accenture Interactive

Juha Pankakoski

M.Sc. (Eng.), eMBA

Member of the Board since 2015

Chief Digital Officer, CIO, Konecranes
Plc

Kauko year 2016

33.0 MEUR
(36.5 MEUR)

Net sales

-0.1 MEUR
(-1.2 MEUR)

Operating profit

42
(46)

Personnel



Kauko year 2016

KEY EVENTS

- Kauko focuses on mobile IT in demanding working environments.
- The company renewed its brand and from 17 May, 2016 onwards is called Kauko.
- Development of a computer designed for the healthcare sector was launched in Germany. Operations did not produce a profit.
- The sales of solar power products turned into growth.

OPPORTUNITIES

- Digitalization quickly increases the possibilities of mobile knowledge work.
- Special-use reinforced computers and tablets increases their share of total markets as the tools for knowledge work.
- Kauko's service offering include a growing number of comprehensive solutions, incl. application solutions.
- Enhancing the efficiency of the healthcare sector provides significant possibilities.



Telko

A multi-talent in materials

Telko management



Managing Director 2009 –

Kalle Kettunen

M.Sc. (Tech.), MBA, born 1964

BOARD OF DIRECTORS

Aki Ojanen

Chairman of the Board since 2009

Anders Dahlblom

M.Sc. (Econ.)

Member of the Board since 2017

CFO, Paroc Group Oy

Elina Piispanen

M.Sc. (Econ.)

Member of the Board since 2017

Chief Transformation Officer,
Sanoma Media Finland

Irmeli Rytönen

LL.M.

Member of the Board since 2017

CEO, Gigantti Oy Ab

Telko year 2016

240.3 MEUR
(215.3 MEUR)

Net sales

10.1 MEUR
(10.4 MEUR)

Operating profit

280
(265)

Personnel

Telko year 2016

KEY EVENTS

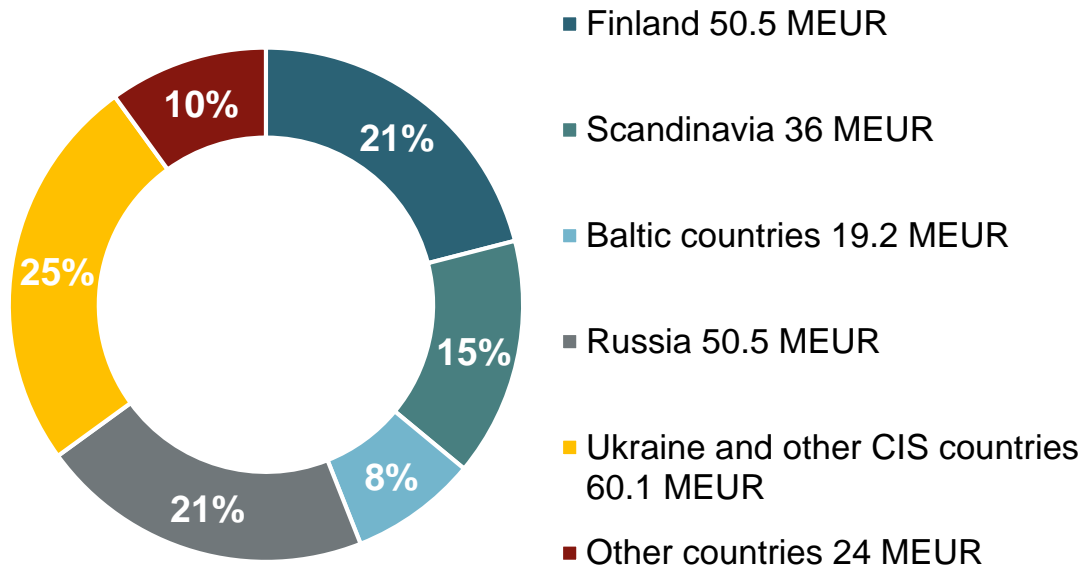
- Growth in net sales accelerated towards the end of the year (Q4: 21%). The company achieved the highest net sales in its history.
- An important phase in the Russia region strategy was reached and new offices were established.
- Net sales increased by 16% in the east.
- A significant transfer of the operations of Finland's Castrol motor oils was finalized at the end of the year.
- Operating profit improved significantly in western markets.

OPPORTUNITIES

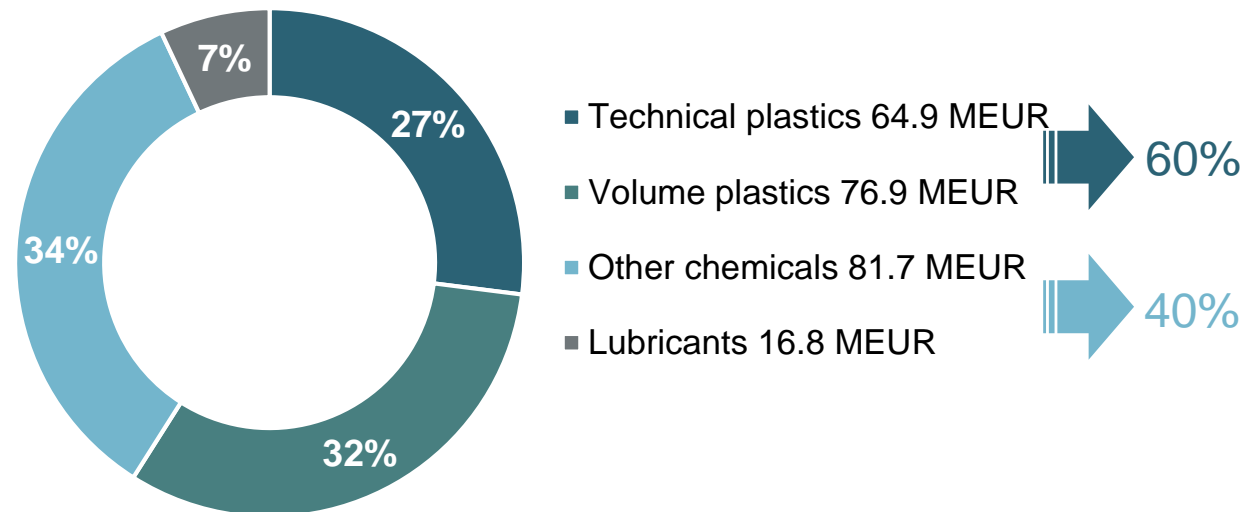
- Russia's economic crisis has improved the competitiveness of Russian industry.
- Utilizing the strong market position as the Russian economy turns.
- Product portfolio emphasizing products with higher value-added elements.
- The company invests in improving relative profitability in addition to growth.

Telko net sales distribution 2016

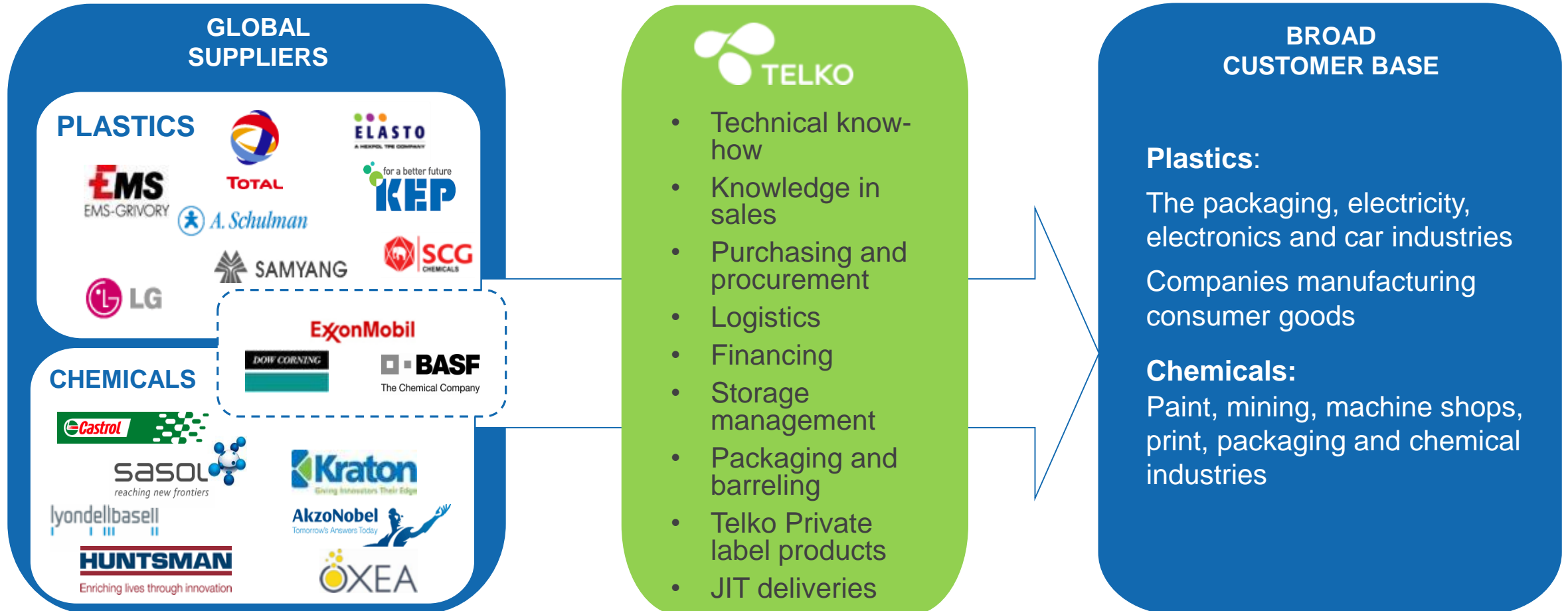
Net sales distribution by country



Net sales distribution by business



Long-term co-operation



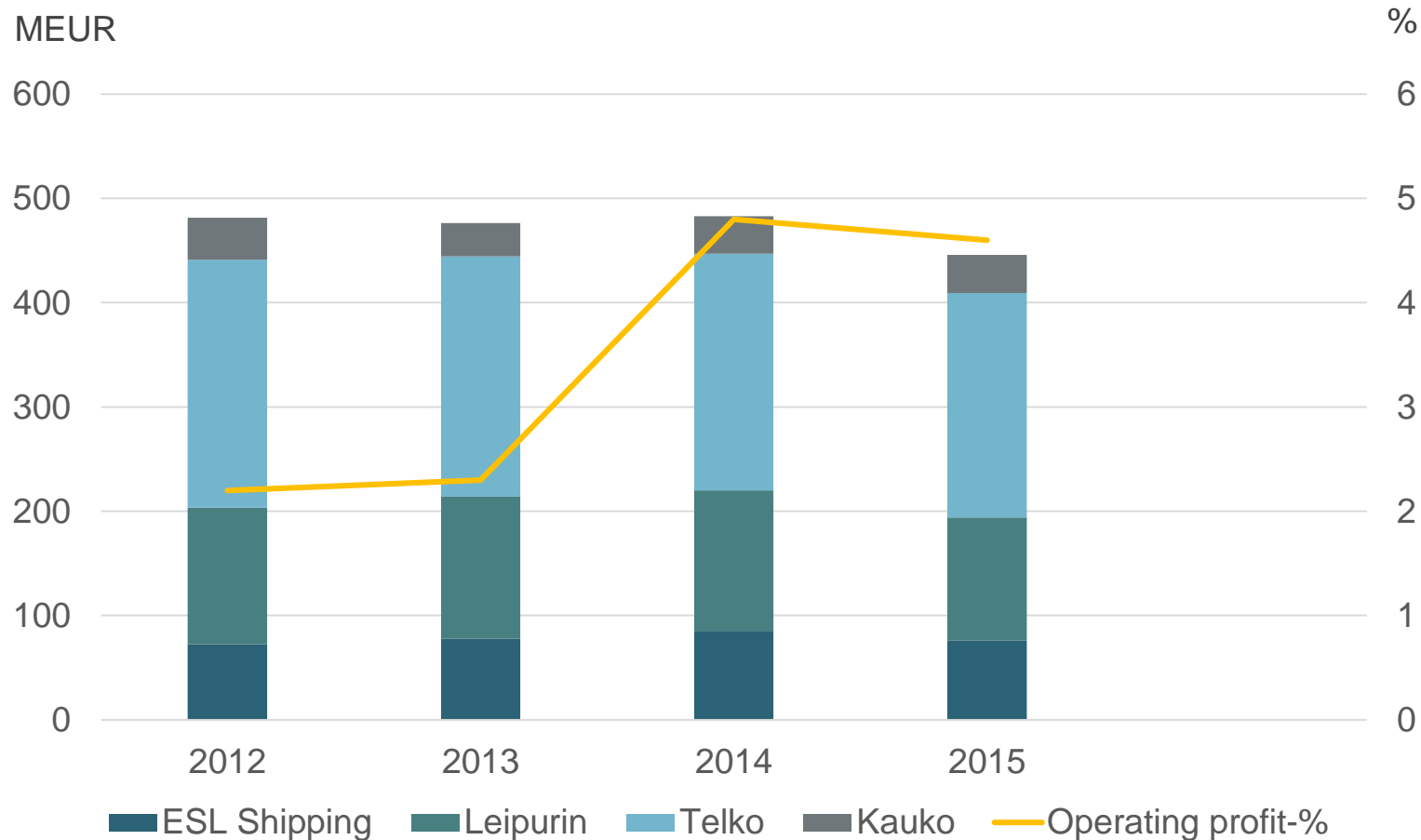


Financial statements, balance sheet and annual report, as well as dividend proposal

Annual Shareholders' Meeting April 5, 2017

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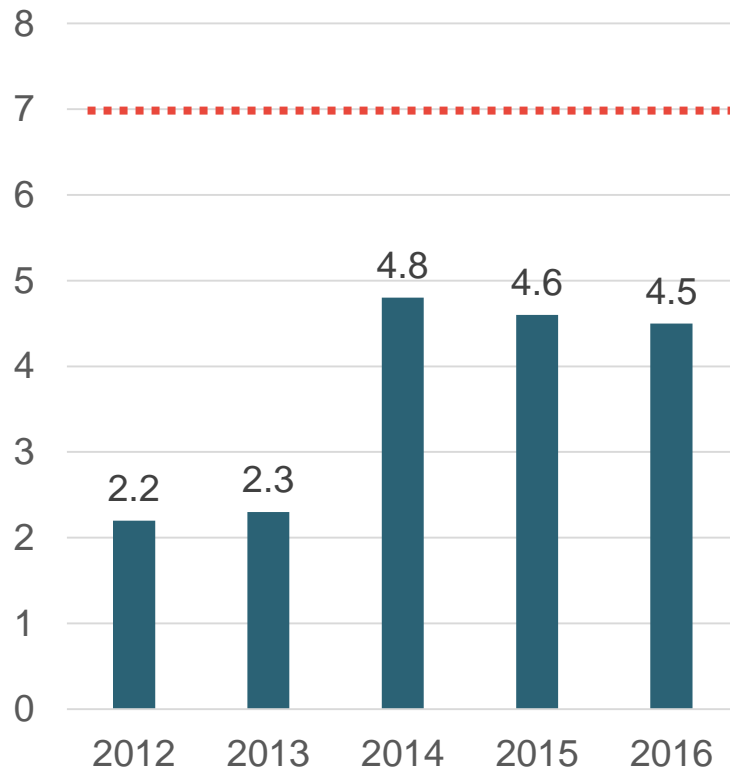
Net sales and operating profit-% 2012–2016



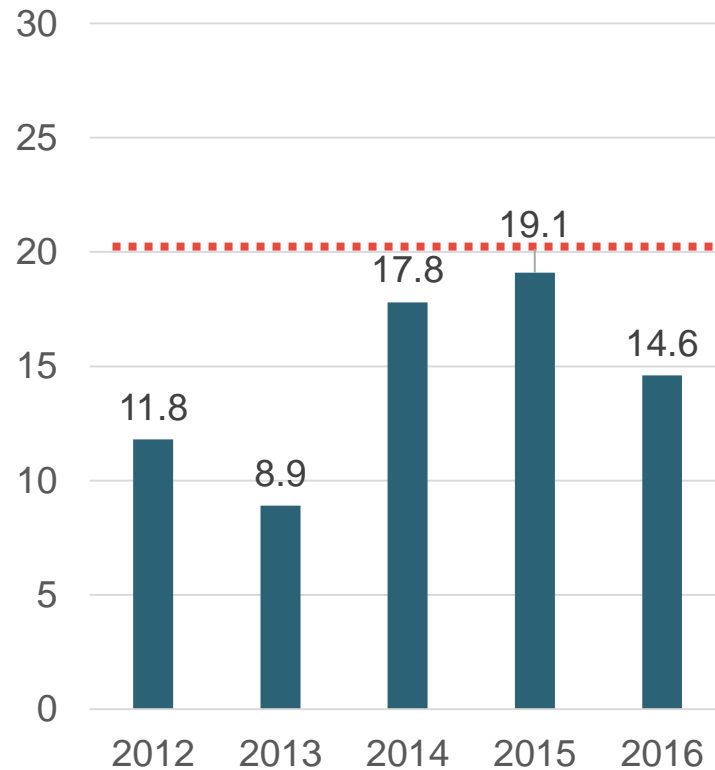
Aspo's profitability is based on a strong strategy, successful investments and long-term business development.

We are committed to our long-term financial targets

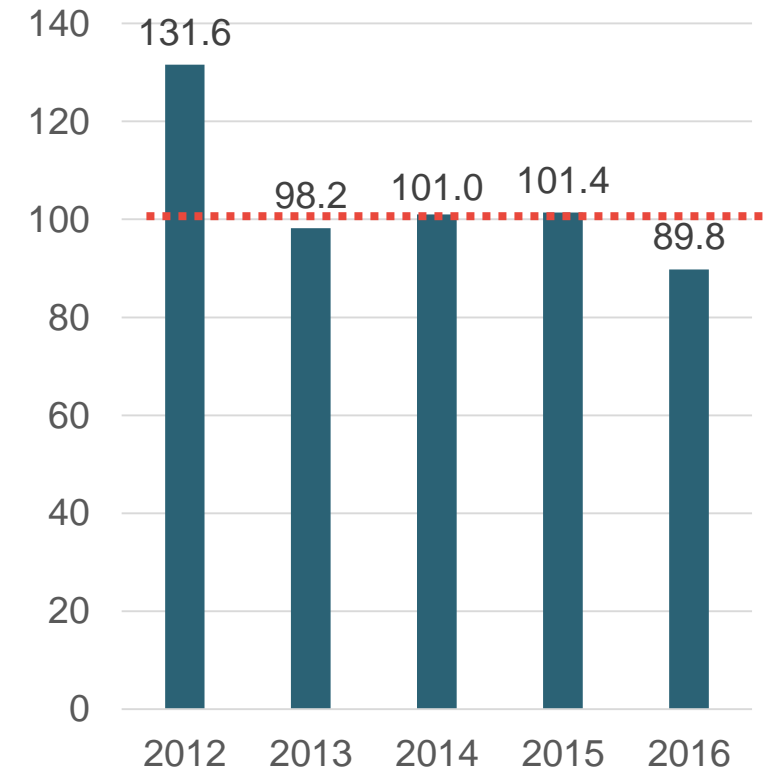
Operating profit, %



Return on equity, %



Gearing, %



Aspo's net sales increased and operating profit remained at a good level

Net sales
457.4 MEUR
(445.8 MEUR)

Operating profit
20.4 MEUR
(20.6 MEUR)

Earnings per share
0.49 EUR
(0.61 EUR)

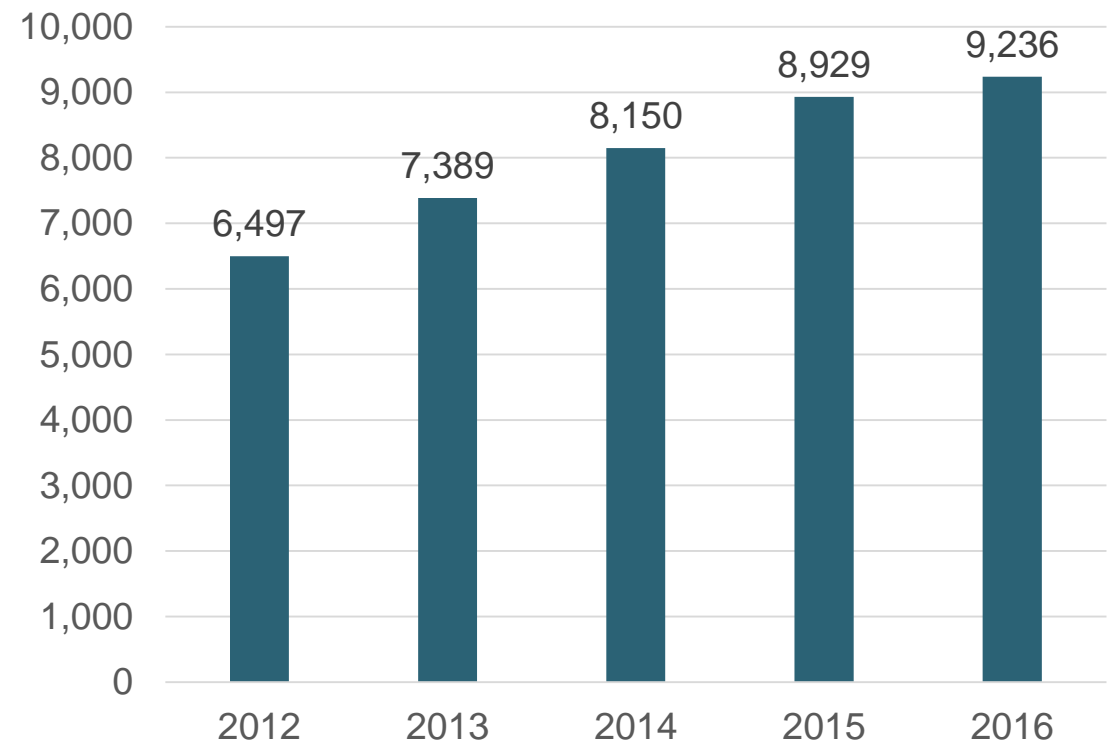
**Net cash from
operating activities**
16.2 MEUR
(25.0 MEUR)

Return on equity
14.6%
(19.1%)

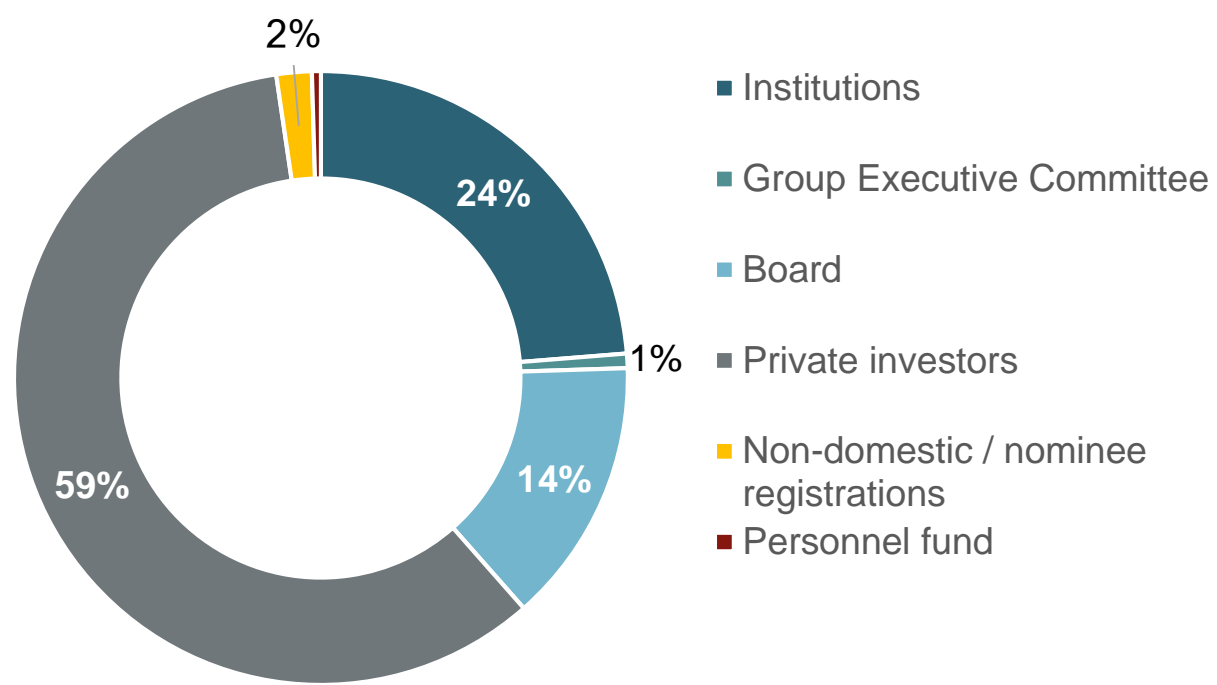
Personnel
895
(857)

Shareholders / allocation

Number of shareholders

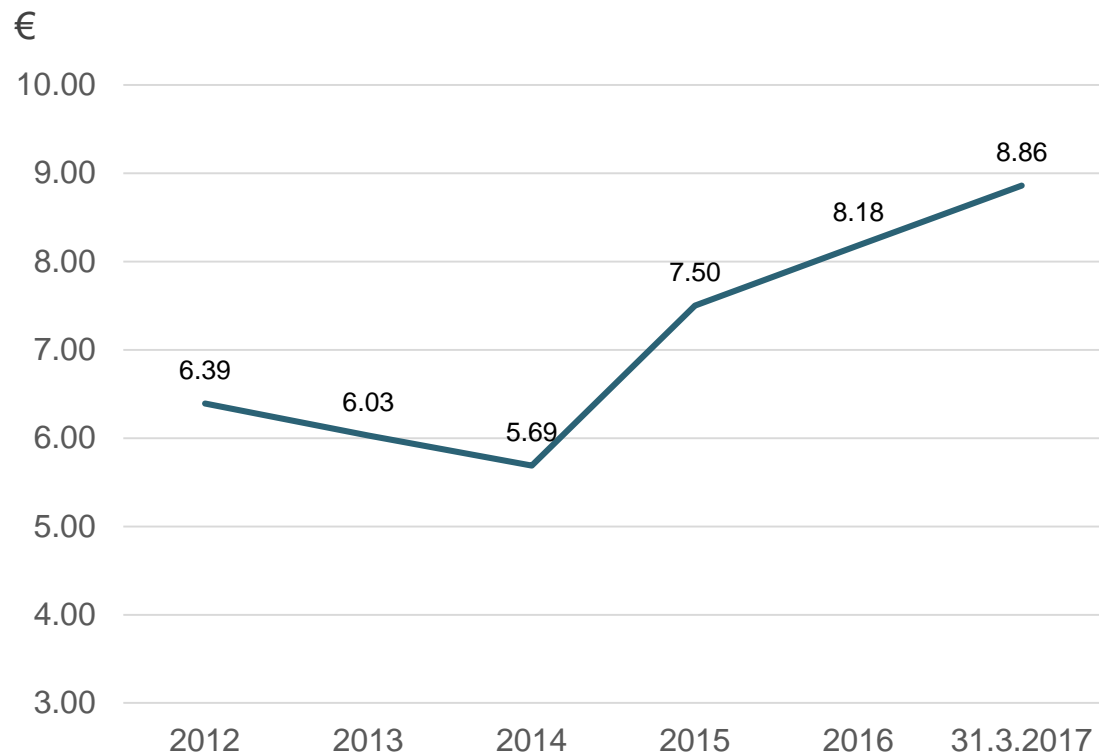


Distribution of ownership December 31, 2016
by ownership group, shares %

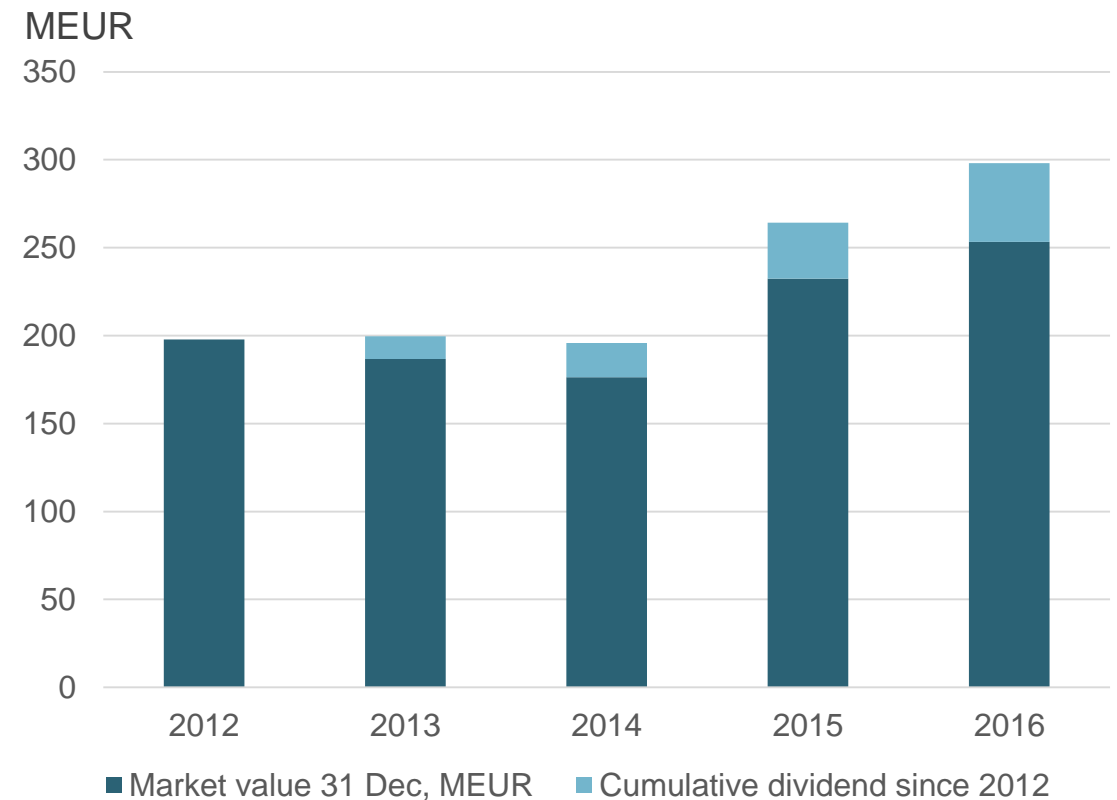


Aspo market value

Share price development (closing price)



Dividend-adjusted market value of shares



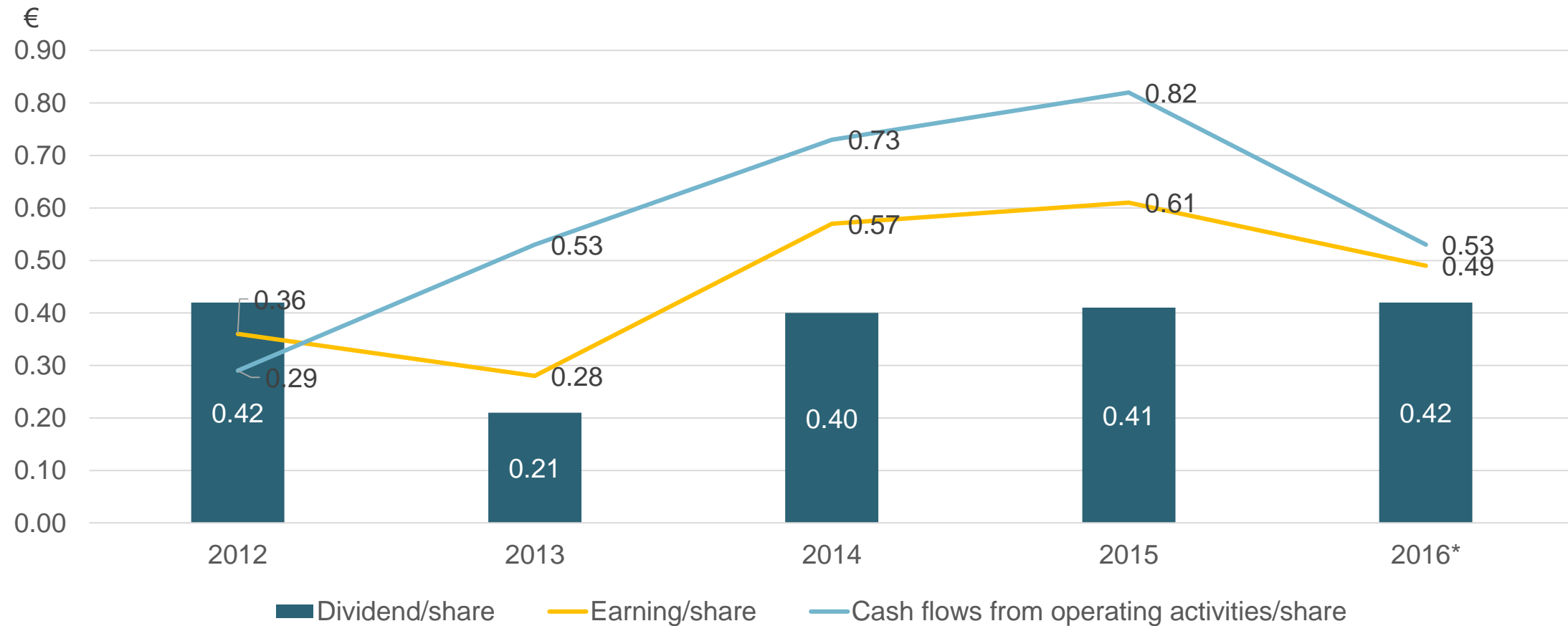
Dividend proposal year 2016

**The Board of Directors' dividend proposal to the Shareholders' Meeting:
EUR 0.42 / share**

**Dividend will be paid in two installments:
EUR 0.21 / share in April
EUR 0.21 / share in November**

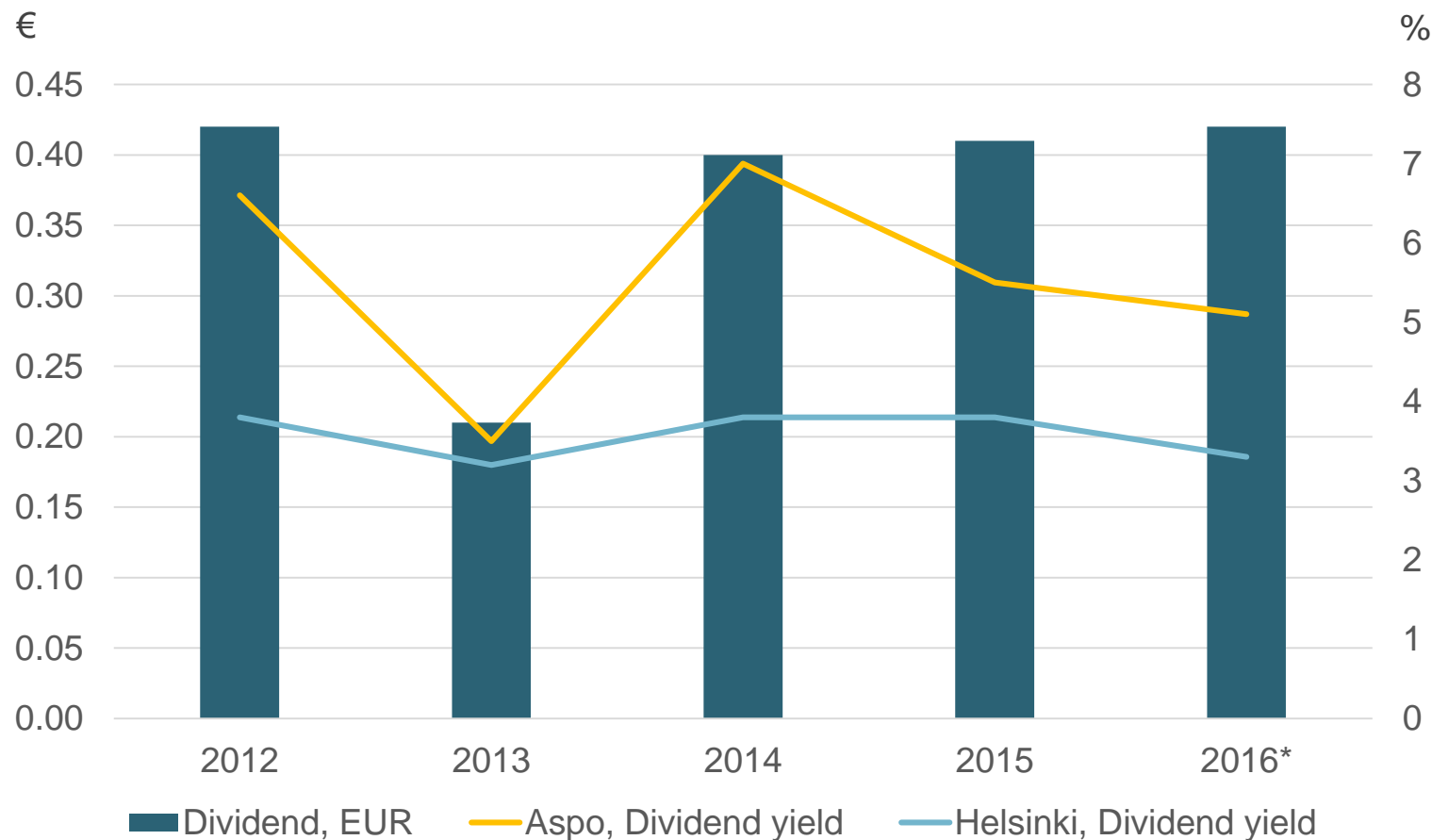
**Dividend distribution policy:
At least half of the annual profit distributed in dividends on average.**

Dividend / earnings and cash flow



* Dividend proposal of the Board

Dividend and dividend yield 2012–2016



* Dividend proposal 0.42 €

**Dividend yield of Aspo,
average
2012–2016
5.5%**

**Dividend yield of Helsinki
Stock Exchange, average
2012–2016
3.6%**

Outlook for year 2017

Uncertainty in markets has decreased.

Russian economy is expected to turn to growth.

The external values of the currencies important to Aspo are expected to continue to fluctuate strongly.

International freight rates have begun to improve, yet remain at a low level.

Improved profitability of the earlier unprofitable Supramax vessels and Leipurin machine operations is confirmed.

Group's administrative costs decreased to the target level.

We aim to reach our financial targets by 2020

Operating profit with the
current structure:

7%

(2016: Operating profit 4.5%)

Average return on equity of
over:

20%

(2016: ROE 14.6%)

Gearing of up to:

100%

(2016: Gearing 89.8%)

Guidance 2017

Aspo's operating profit will be
EUR 22–27 million (20.4) in 2017.

Thank you.

