Responsibility as part of value creation

Aspo Capital Markets Day

November 21, 2018

Mr. Aki Ojanen, CEO

Owner of leading brands in their sectors

Total net sales in 2017: 502.4 M€

ESL Shipping

16%

79.3 M€

TELKO

52%

262.2 M€

ASPO

LEIPURIN

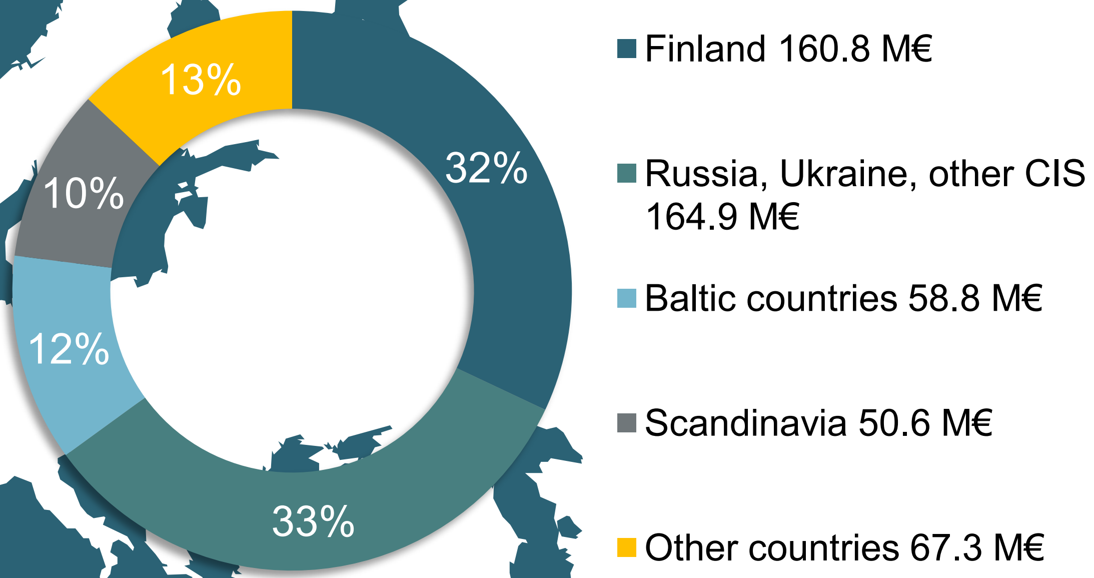
24%

122.3 M€

KAUKO

8%

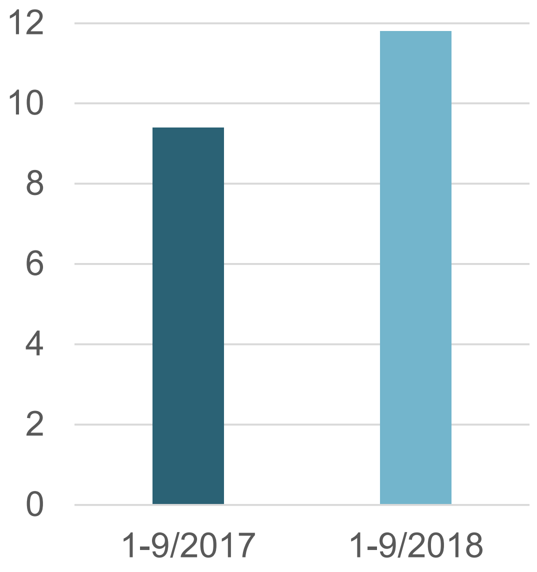
38.6 M€



Increasing profitability in the three main business segments, comparable figures Jan-Sep 2018

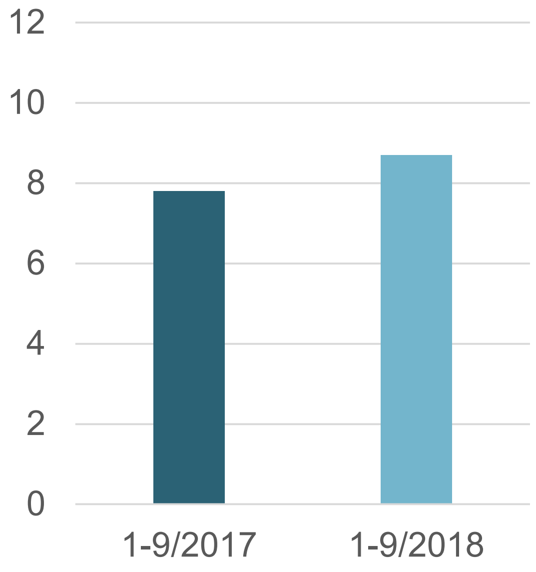
ESL Shipping

EBIT*: 11.8 M€ (+25.5%)
EBIT-%*: 16.0%



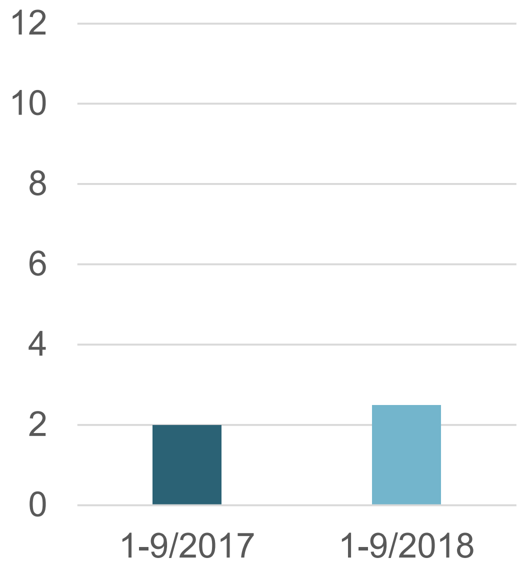
Telko

EBIT: 8.7 M€ (+11.5%)
EBIT-%: 4.4%



Leipurin

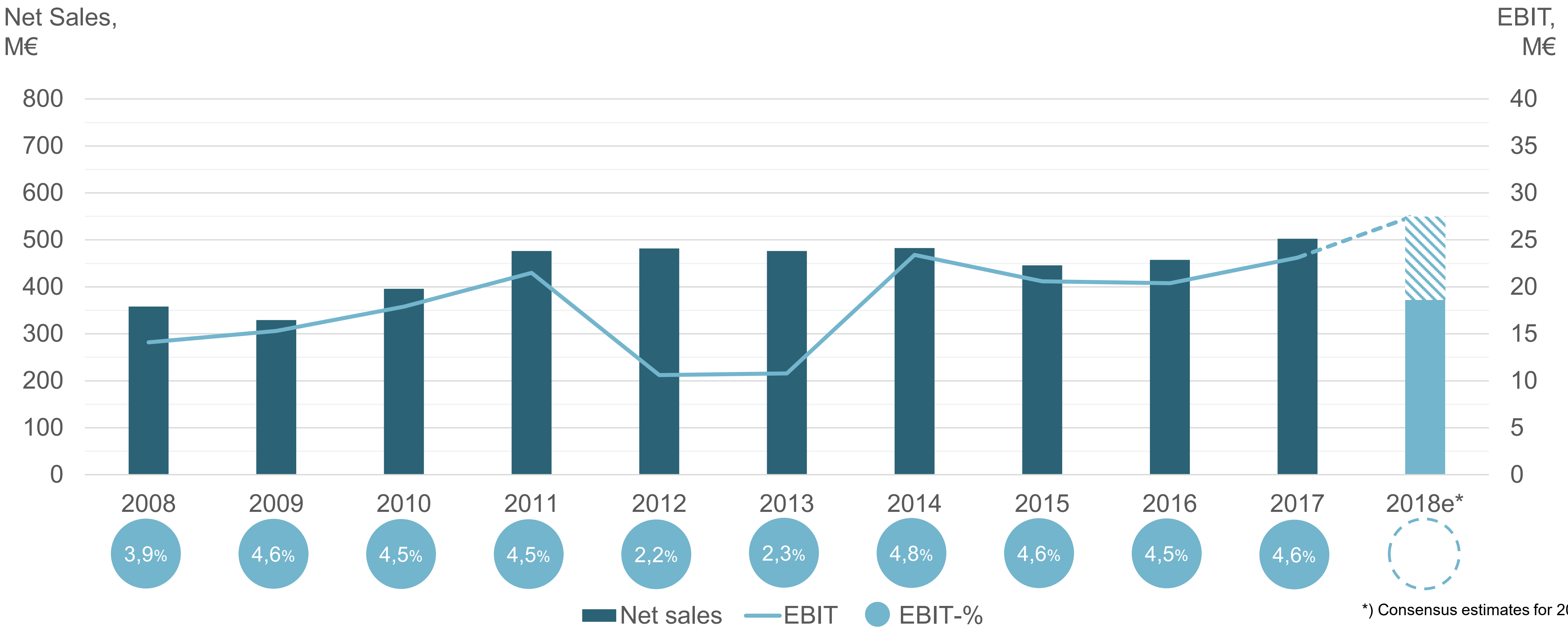
EBIT: 2.5 M€ (+25%**)
EBIT-%: 2.8%



*) For improved comparability, 0.9 M€ in acquisition related transaction costs has not been deducted from the EBIT for 1–9/2018.

**) For improved comparability, a sales gain from the divestment of the meat industry raw material business of 0.4 M€ has not been added to the EBIT for 1-9/2017.

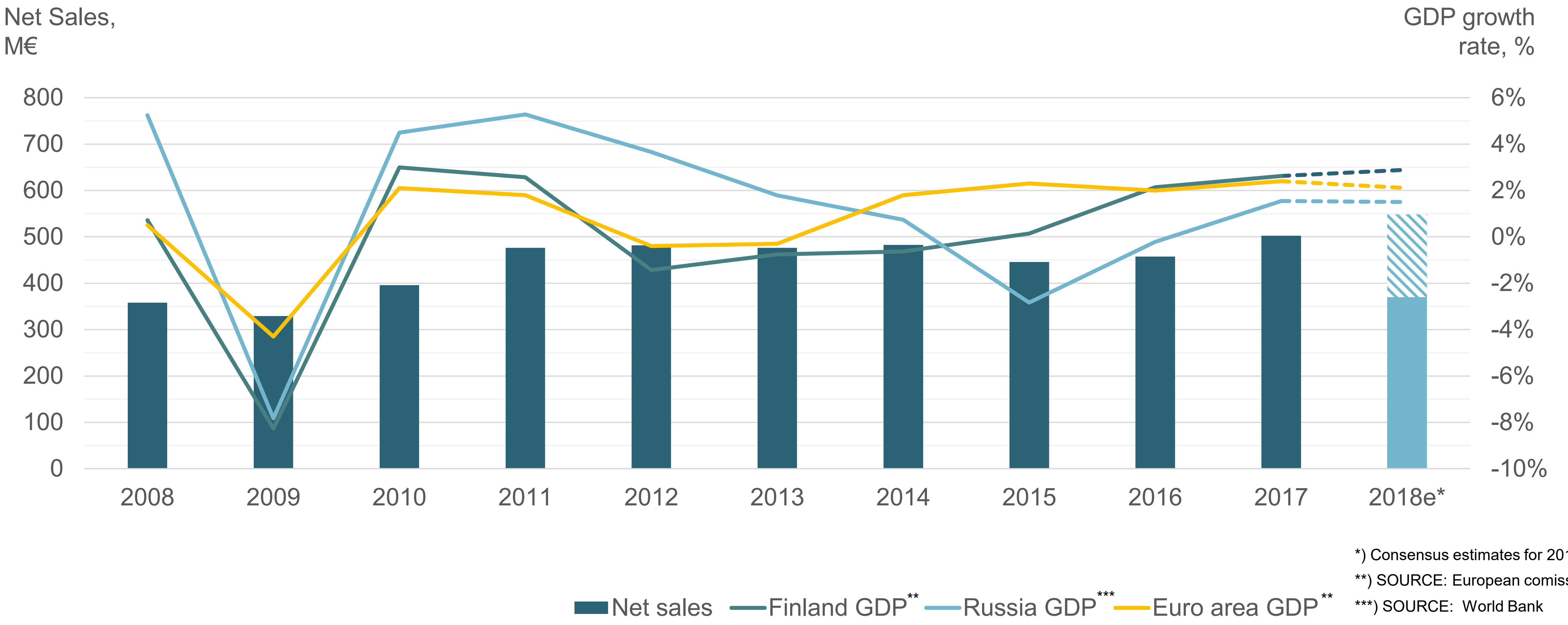
Group net sales and EBIT



*) Consensus estimates for 2018

ASPO

Group net sales - steady growth over the cycle



*) Consensus estimates for 2018

**) SOURCE: European comission

***) SOURCE: World Bank

Aspo's key objective is to expand and internationalize medium-sized companies specializing in demanding B-to-B customers

An active owner of businesses

The objective of each business owned by Aspo is to be the best company in their specific business field and to grow faster than the market

ESL

Aspo enables larger investments and provides competitively priced financing: making possible the acquisition of AtoB@C and two new innovative LNG dry bulk carriers in 2018

Telko

Aspo can provide the financing and expertise needed for further expansion in Russia and other eastern growth markets

Leipurin

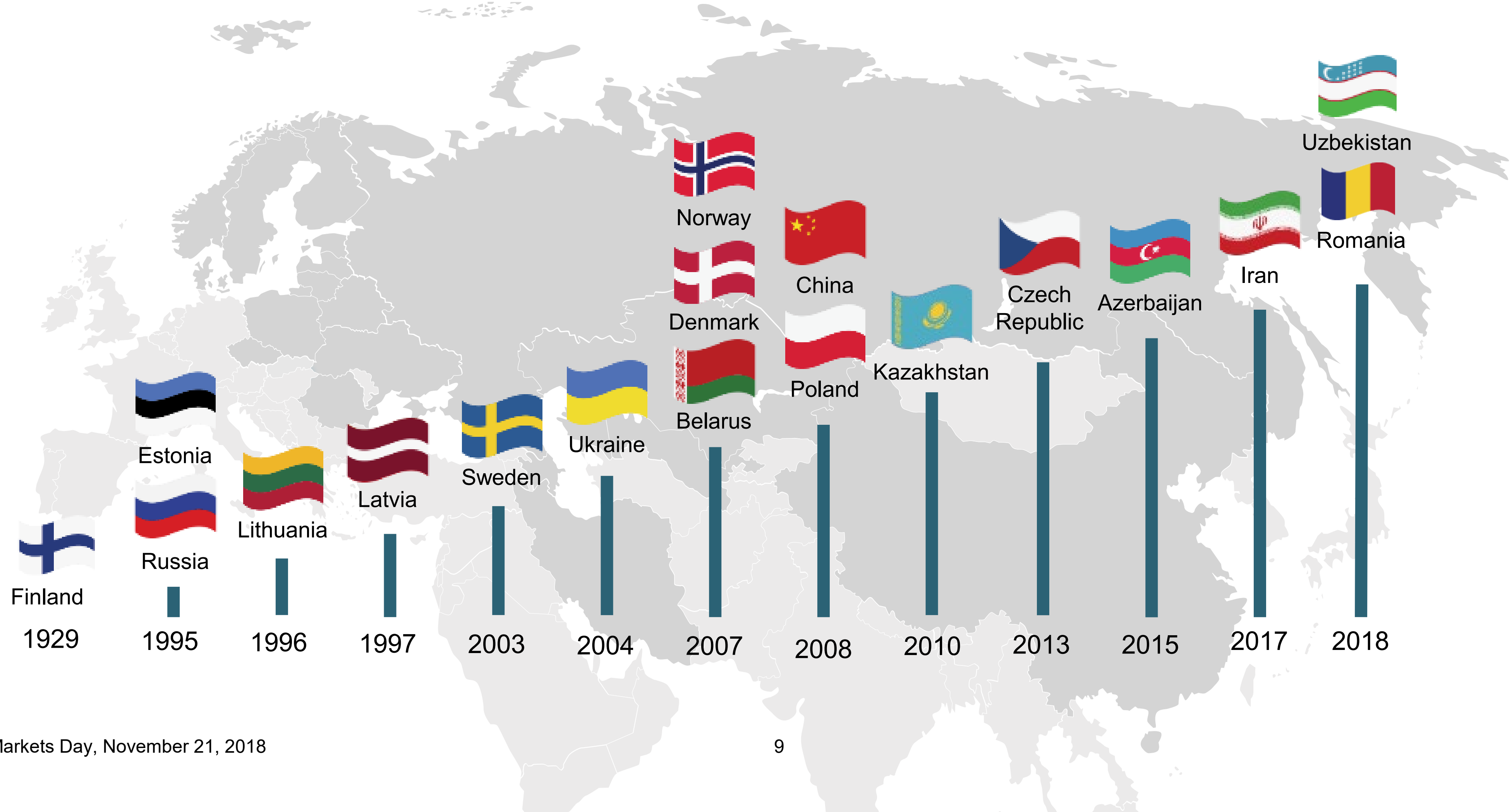
Strategic guidance and financial means of expansion in the east and to the Foodservice market

Creating value through restructuring and investments

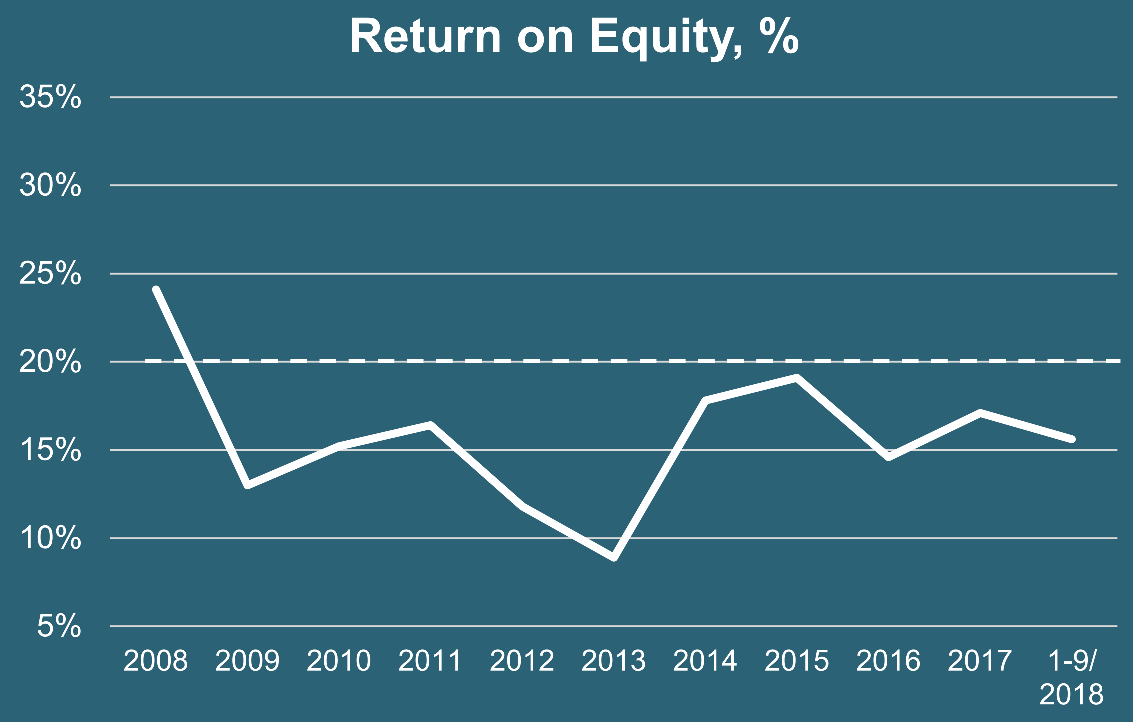
2010	2011	2012	2013	2014	2015	2016	2017	2018
ESL SHIPPING: ORDER PLACED FOR TWO SUPRAMAX VESSELS **TELKO:** EXPANSION TO KAZAKHSTAN AND BELARUS	**LEIPURIN:** ACQUISITION OF VULGANUS OY	**ESL SHIPPING:** ACCEPTANCE OF SUPRAMAX VESSELS SALE OF M/S HESPERIA	**ASPO:** REVIEW OF LISTING LEIPURIN OPERATIONS	**ASPO:** CANCELLATION OF THE LEIPURIN LISTING PROCESS **ESL SHIPPING:** PURCHASE OF M/S KALLIO	**ESL SHIPPING:** LONG-TERM TRANS-PORTATION CONTRACT WITH SSAB - ORDER PLACED FOR TWO LNG VESSELS **KAUKO:** SALE OF INDUSTRIAL BUSINESS	**LEIPURIN:** NEW STRATEGY **TELKO:** REPRESEN-TATION OF CASTROL'S AUTOMOTIVE MOTOR OILS IN FINLAND	**ESL SHIPPING:** INVESTMENT IN TWO LNG FUELED DRY BULK CARRIERS ESTABLISHING ESL COASTER-BUSINESS	**ESL SHIPPING:** TWO NEW LNG-POWERED SHIPS START OPERATING ACQUISITION OF SWEDISH ATOB@C **TELKO:** ACQUISITION OF DANISH SQUARE OIL

*) Ajdusted daily closing prices

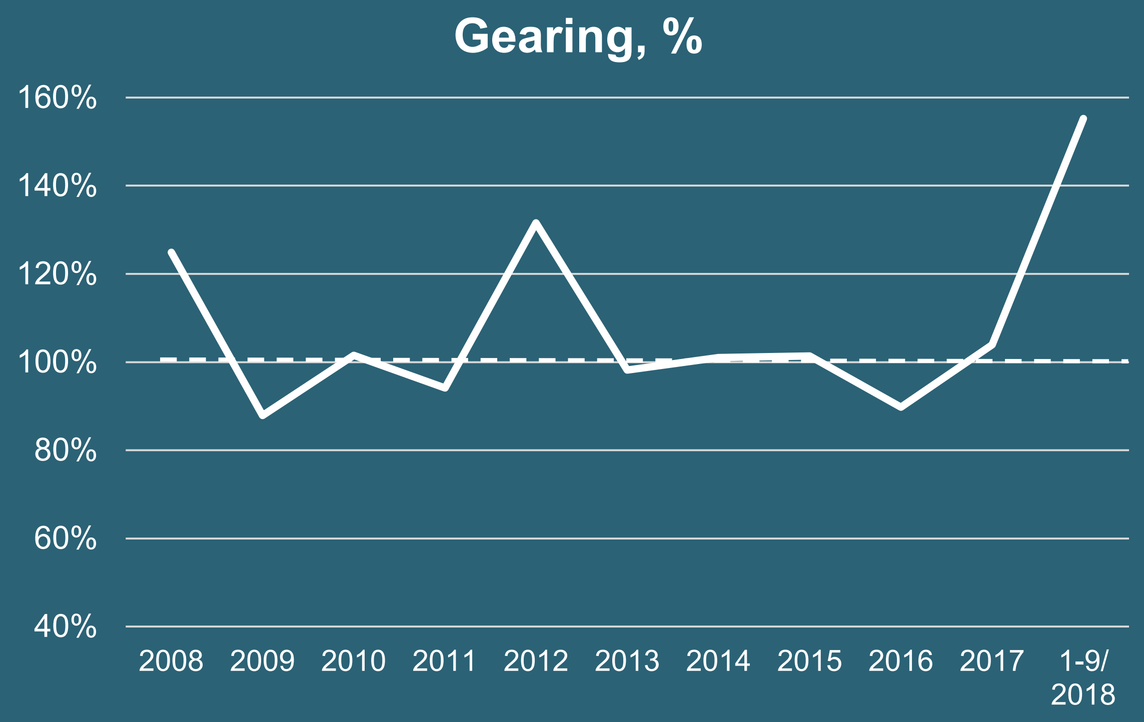
Enabling geographical expansion of businesses



ROE and gearing development



ROE currently (Q3/2018): 15.6%



Gearing currently (Q3/2018): 155.2%

Investments and leverage crucial for long-term growth and profitability

Capital structure weakened due to delivery of new vessels and the completion of the AtoB@C acquisition

Being a conglomerate, Aspo's gearing may be high at times

Investments targeted to very profitable business with existing customers

Aspo's cash flow and debt servicing capacity are estimated to be even stronger than before

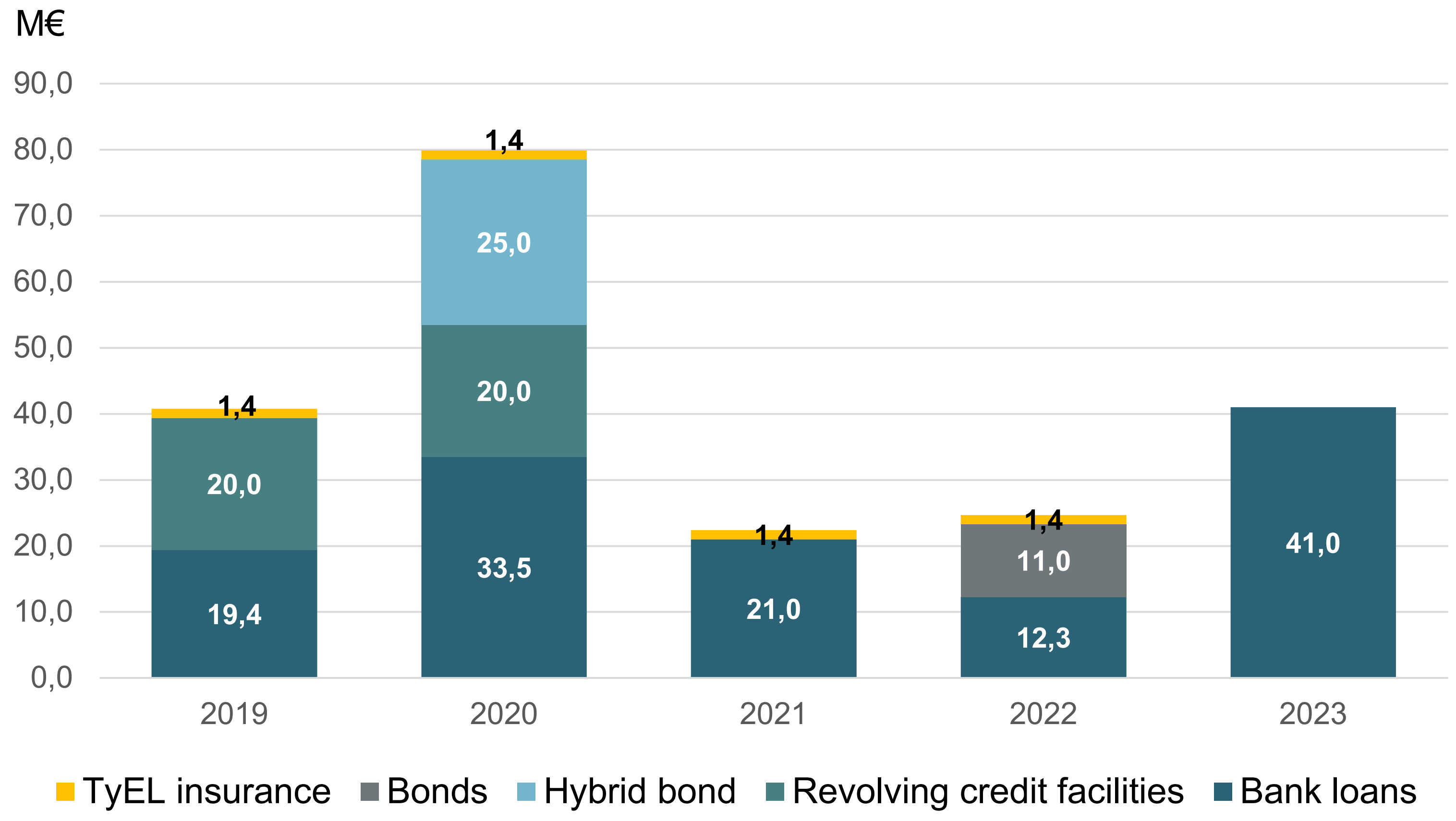
Current gearing level is planned and the cost of current debt is low

The average rate of interest-bearing liabilities after Q3: 1.5%

Aspo's diversified structure lowers the total business risk, which in turn enables higher financial risk tolerance

The possibility to divest assets is always an option for Aspo

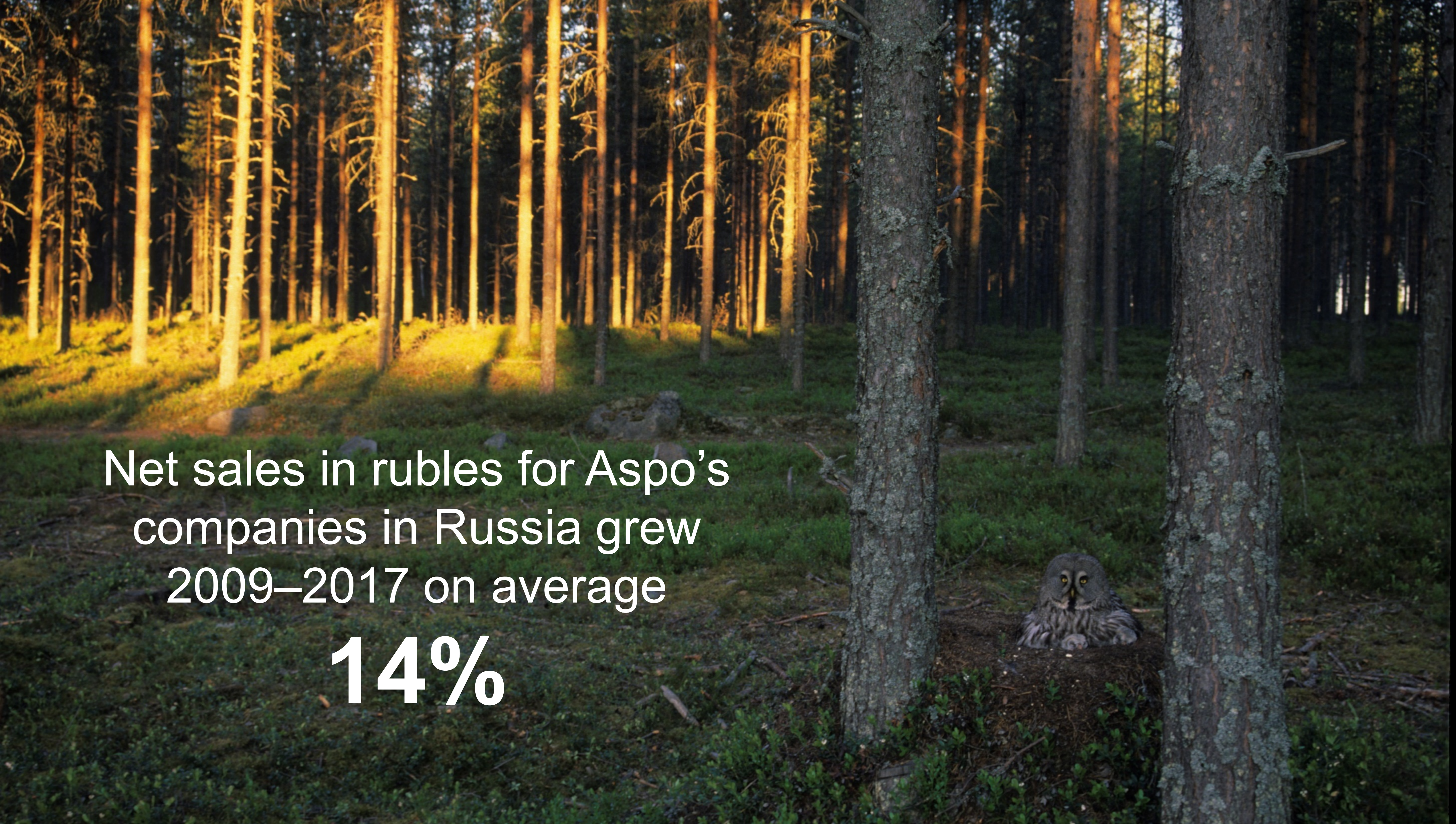
Maturity of Aspo Group's significant loan agreements



The amount of interest-bearing liabilities grew and was 198 M€ (137)

The average rate of interest-bearing liabilities after Q3: 1.5%

Early redemption option for hybrid bond in 2020

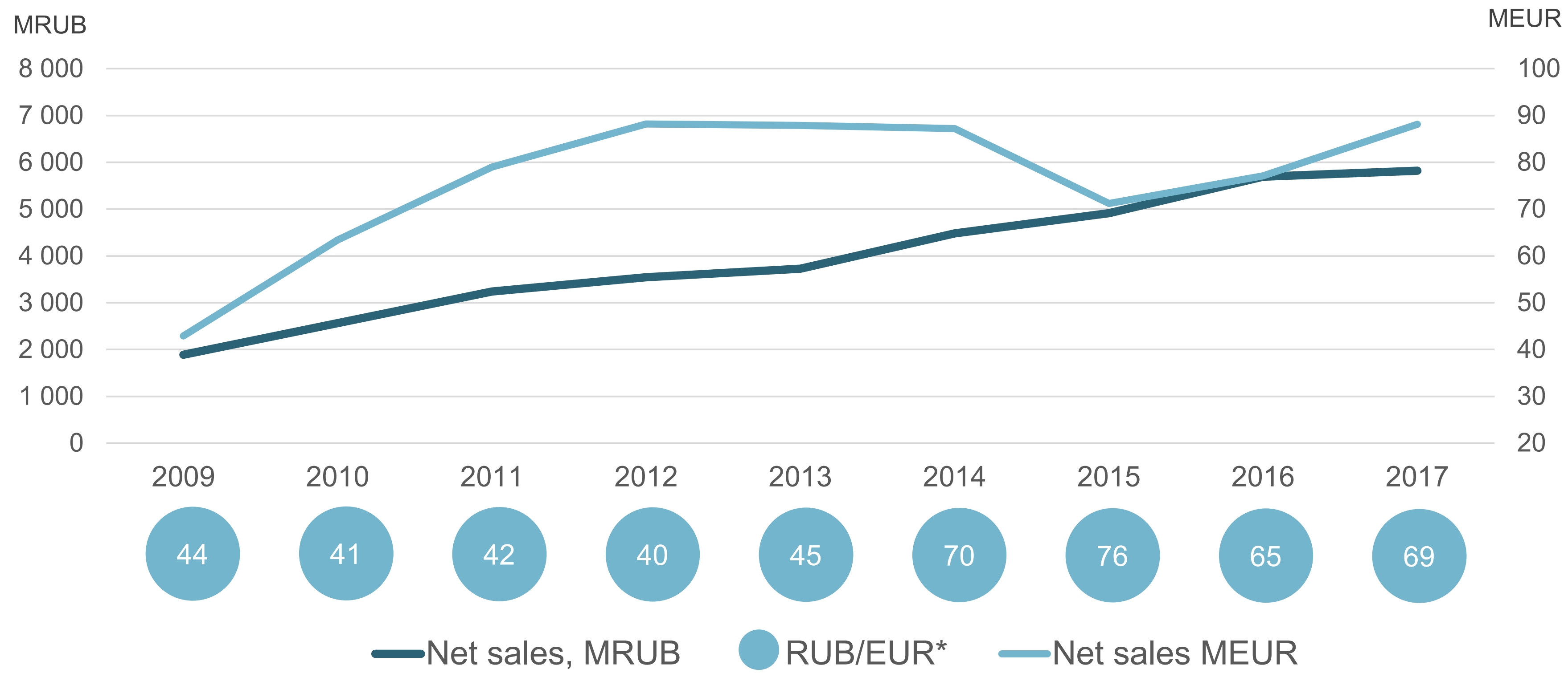


Net sales in rubles for Aspo’s companies in Russia grew 2009–2017 on average

14%

Stable growth in the east despite weakening currency rates

Net sales 2009–2017 for Aspo's companies in Russia



The eastern markets' relative share of Group total net sales decreased after the AtoB@C acquisition

*) Exchange rate for the last day each year,
Source: European central bank

Aspo's principles for business in Russia and the east

Aspo has strong and vast experience in conducting business in the eastern markets	1. Total control of the businesses' value chains – partnerships and mutual development with local industrial customers
2. No capital investments made or M&A activity in the region – only organically growing business operations	3. The profitable Russian operations are financially self-sufficient – good profitability and positive cash flows

Ensuring responsibility is of primary importance for securing the long-term development of the company

Aspo invests in sustainable profitability

Aspo believes that responsible companies are more profitable in the long run

Only responsible companies can have business in the future

Aspo always aims to address and invest in critical environmental issues beyond the minimum requirements of laws and regulations – short-term costs transform into sustainable profitability

Aspo has submitted the application to join the Global Compact initiative in 2018

Aspo intends to improve its supply chain monitoring by carrying out audits in 2018

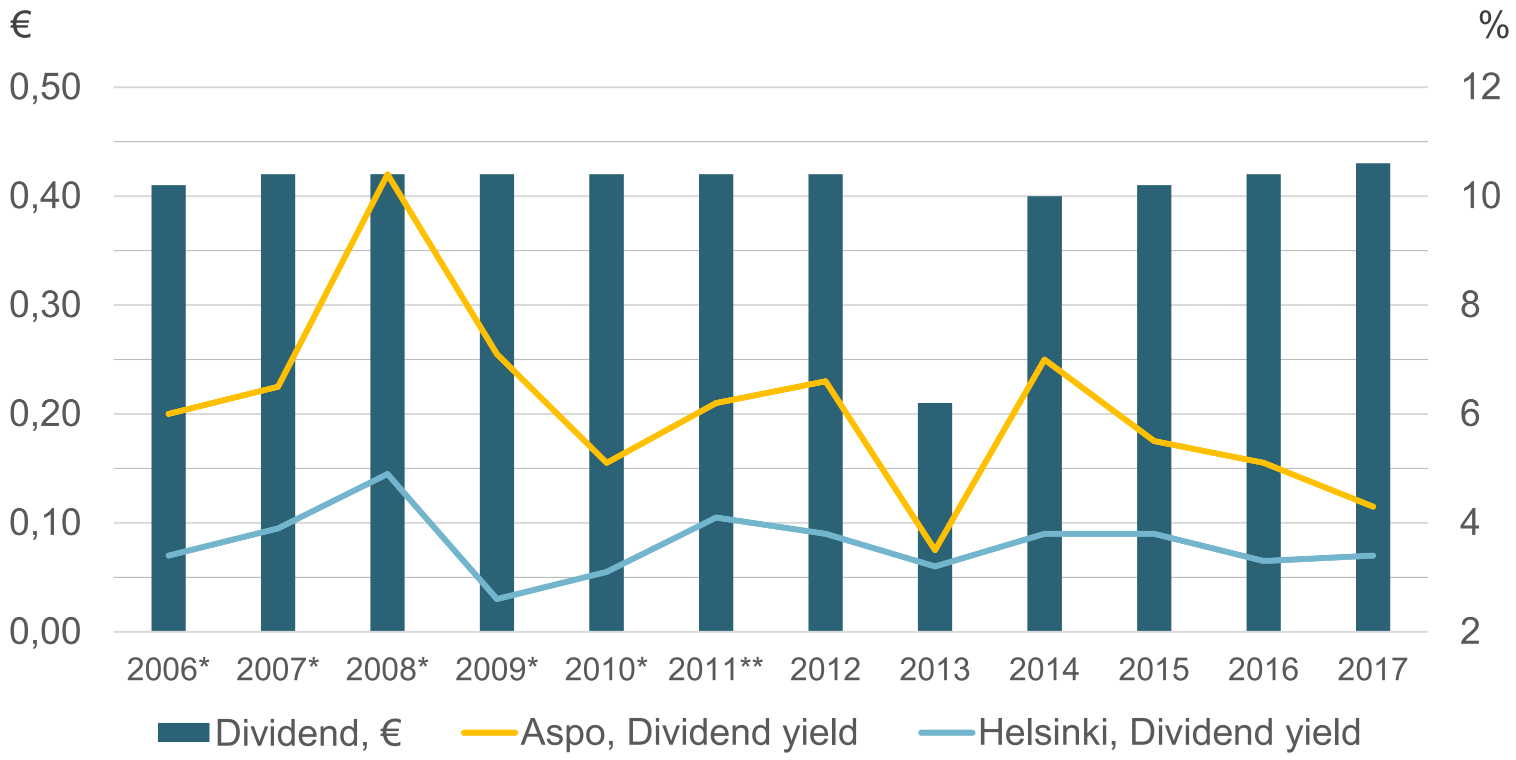
Aspo operates in countries where corruption is commonplace according to Transparency international

Aspo has zero tolerance to misconduct


New dividend policy
Aspo aims to pay an annually growing dividend

A reliable and stable dividend payer – twice a year

Starting from 2017, Aspo has adopted a twice-a-year distribution policy



Aspo dividend yield 2006–2017, average

6,1 %

Helsinki Stock Exchange dividend yield 2006–2017, average

3,6 %

SOURCE: Aspo, Factset, OP

*) Nominal dividends for 2006-2011

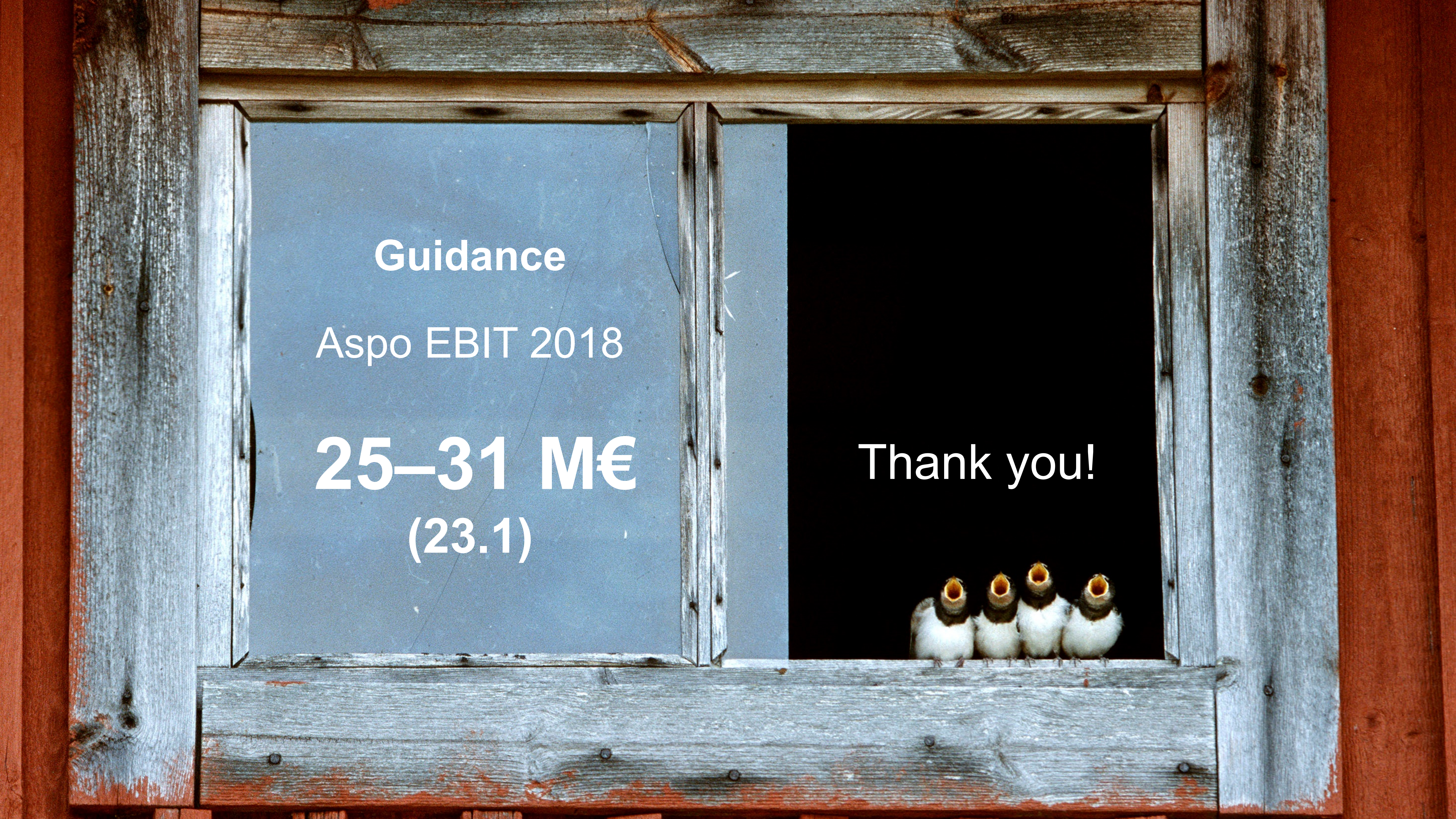
**) Equity capital repayment In 2011

Aspo's main objective is to produce value for the shareholders

SOURCE: Aspo, Investis

Aspo is committed to achieving its 2020 financial targets

EBIT margin	Average return on equity (ROE) of over	Gearing of up to
7%	20%	100%
EBIT-margin	ROE	Gearing
2018 Consensus estimates: 5.1%	2018 Consensus estimate: 16.3%	2018 Consensus estimate: 126%


Guidance
Aspo EBIT 2018
25–31 M€
(23.1)
Thank you!

Leipurin

Mikko Laavainen, Managing Director

Leipurin – a unique provider of solutions for the bakery and foodservice sectors

Leipurin at a glance

Sales to two main customer segments:

97% Bakeries

3% Foodservice

Headquarters in Vantaa, Finland

Employees 9/2018: 330

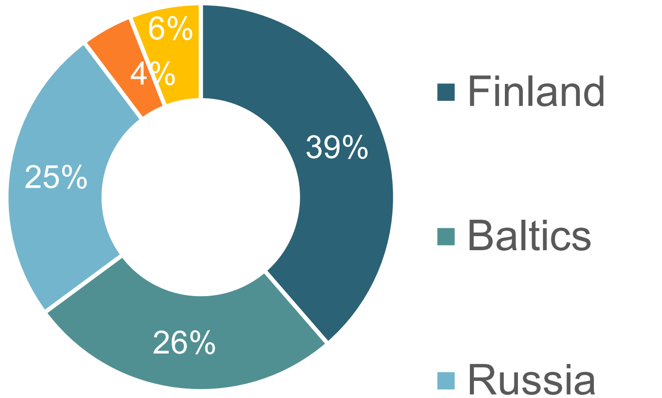
Net sales 2017
122.3 M€ (+8.5% from 2016)

Net sales 1-9/2018
89.4 M€ (+0.0% vs. 1-9/2017)

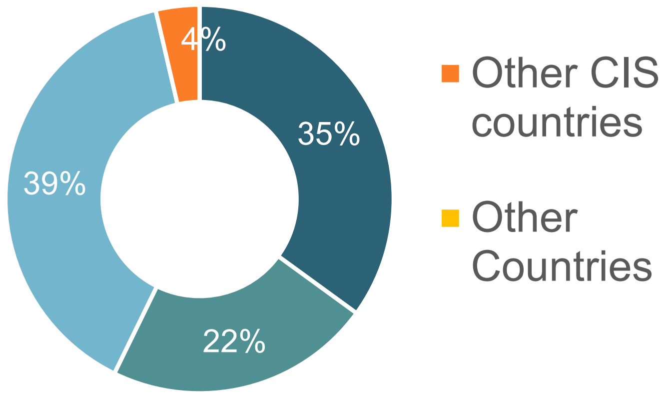
EBIT 2017
3.1 M€ (+55.0% from 2016)

EBIT 1-9/2018
2.5 M€ (+4.2% vs. 1-9/2017)

Net sales by market area 2017



EBIT* by market area 2017



*The figures are not IFRS compliant

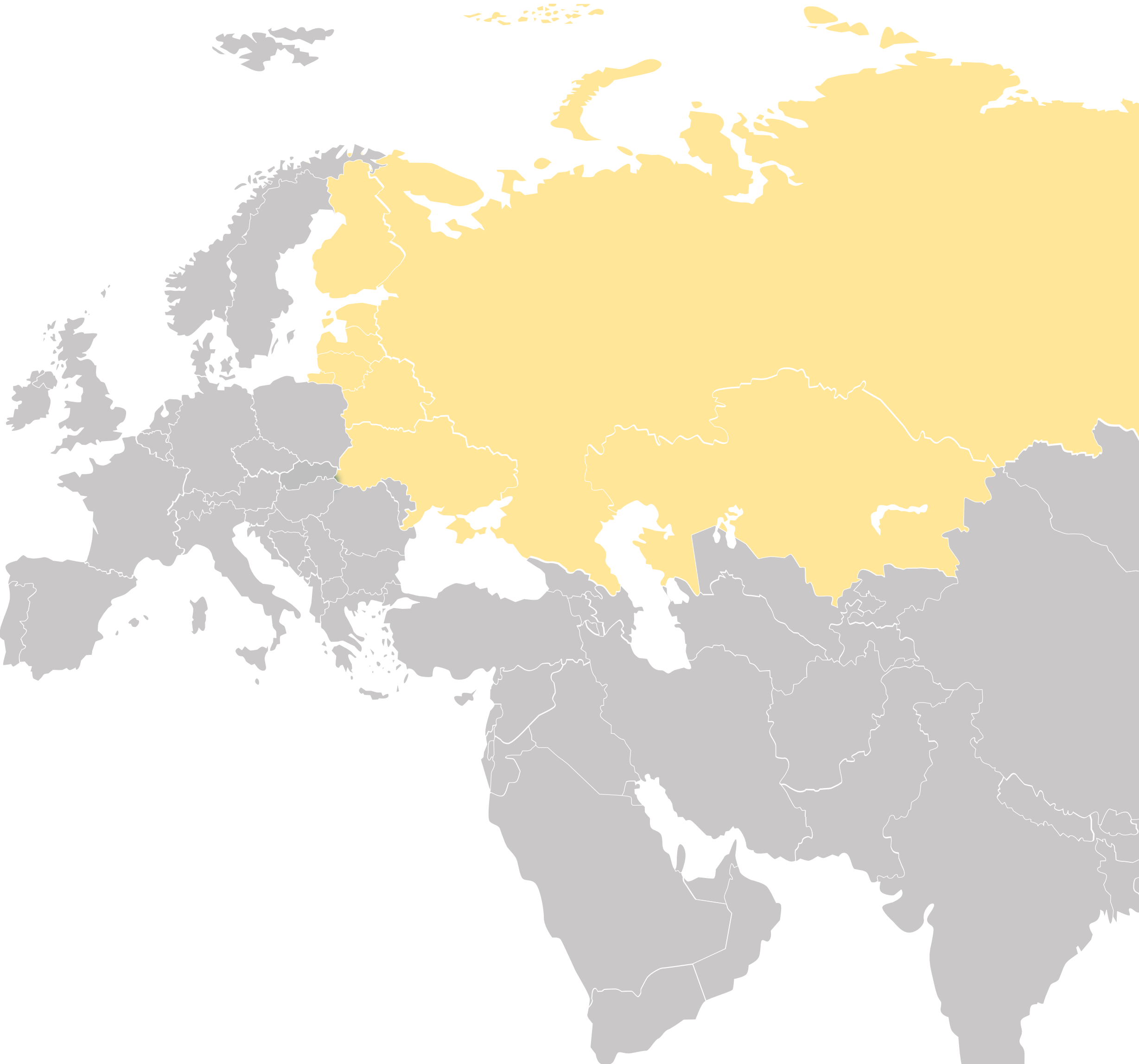
LEIPURIN

Leipurin creates value for both principals and customers

Over 500 excellent principals and suppliers

LEIPURIN

Over 3000 customers

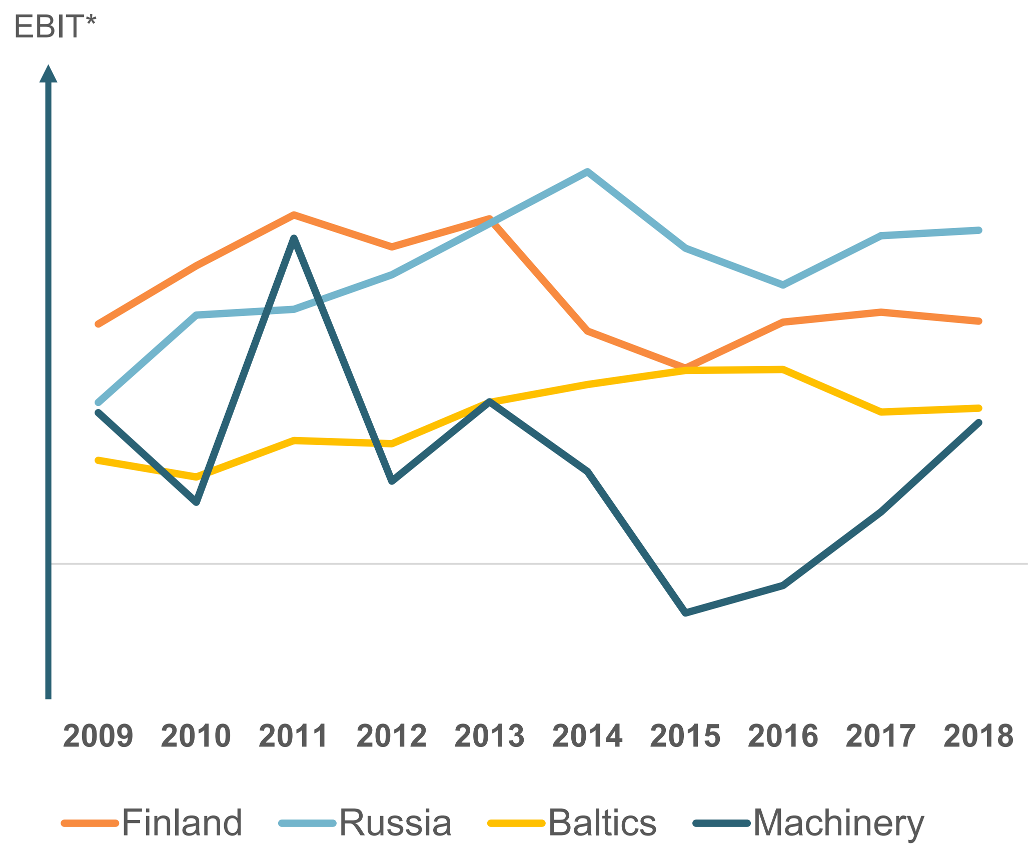


Leipurin core capabilities:
Knowledge on bakery and food products, International presence, Product development, Sourcing, Purchasing, Logistics, Quality

Profitability driven by the East

Current offering for the Bakery sector
(11+ B€** market size in Leipurin geographical areas)

- Raw materials
- Machinery
- Services such recipes, training and maintenance



*Excluding Group common costs
**Market value calculated in final product consumer prices

The traditional bakery market is in strong transition

The market for industrial packed bread is decreasing in all key geographic areas

Last year's change in Russian retail wastage practices has significantly reduced the production of packed bread

The popularity of flour confectionary (pastries) and in-store-bakeries is growing

Strong trends in out of home eating and snacking in all markets

In order to ramp up profitability to a new level, Leipurin is transforming

	What we are now	What we are aiming to be
For the Bakery sector	A specialized wholesaler of raw materials and machines with bread expertise	A one-stop-solutions provider
For the Foodservice sector	Niche player in Finland offering supply chain solutions	A well-established operator with a wide concept offering

Leipurin growth and profitability drivers

Russia and other eastern markets

Key Trends

- The eastern economies have been strengthening: inflation has stayed on a low level while the purchasing power has been rising
- The volumes in the higher price product categories are starting to experience an upswing
- Political uncertainty growing in Russia while the Ruble have been weakening

Key Actions

- Gain market share in flour confectionary for which in Russia the market is as large as for breads
- Focus on In-store bakeries where Leipurin strong experience in both bread and confectionary is combined
- Develop the procurement of bakery raw materials for a better ability to respond to changes in demand

Case example from Russia: From idea to shelf

A comprehensive solution concept for Leipurin customers, including

- Full product concept and recipe based on market analysis and current trends
- Raw materials deliveries
- Technological service and consultation on the customer's production site

Value for customers: shortened product development time, lower product development costs and increased profits by differentiation

The Foodservice market is a significant growth area for Leipurin

Opportunities

- Out of home eating is growing in all key markets and fastest in the bakery related segments

Cafes	Bakery fast food
2.0% CAGR*	**4.0%** CAGR*

- The total Foodservice market size +36 B€**
- Leipurin addressable market for Foodservice solutions in Finland ca 100 M€***

Key Actions

- Utilization of Leipurin core capabilities to gain market share
- Continuous development of Food service offering
- First significant Foodservice customers gained in Finland during 2018

* Source: Euromonitor, MaRa
** In Leipurin geographical areas, market value calculated in final product consumer prices, Source: Euromonitor, MaRa.
***Leipurin management estimate

LEIPURIN

Leipurin is focusing on developing and widening its Foodservice offering

PROBLEM

Leipurin current supply chain solutions services

- Assortment development
- Logistics
- Procurement
- Warehousing
- Order portal
- Quality and sustainability solutions

LEIPURIN®

Leipurin supply chain solutions provide value for customers

SOLUTION

Value for customers:
Cost savings, improved chain management, differentiation with a customer specific assortment

LEIPURIN

Ongoing growth and profitability programs

Growth actions

- Focused efforts towards retail in-store bakeries & flour confectionary customers
- Utilization of sourcing opportunities within the eastern markets
- Scale up Foodservice business models
- Identification of possible M&A candidates for growth acceleration

Profitability actions

- Internal efficiency programs to build operational excellence
  - E.g. improved pricing models and assortment, procurement improvement, logistics optimization
- On-going strategic evaluation of the role of Leipurin own machinery manufacturing
- Exit from loss making businesses, e.g. Poland

Leipurin is committed to reaching its 2022 financial targets

1. Growth from Russia and the rest of the East
   - Flour confectionary and Retail in-store bakeries
2. Growth from Foodservice business
   - Scale-up new business models
3. Efficiency improvement from the bakery sector business in Finland & Baltics
   - Operational excellence
4. Additional opportunities via M&A

Estimated contribution of each business unit to the 2022 EBIT growth target

EBIT 2022

7 M€

EBIT-% 2022

5%

TELKO

Kalle Kettunen, Managing Director

Telko's success story began 110 years ago
(established 25.11.1908)

Telko – a leading expert and supplier of plastic raw materials and industrial chemicals

Telko at a glance

Strong presence in eastern growth markets

50% of net sales from Russia and other CIS countries

Headquarters in Espoo, Finland
Subsidiaries in
16 countries

Sales to over
20 countries

Net sales 2017
262 M€ (+9.1% from 2016)

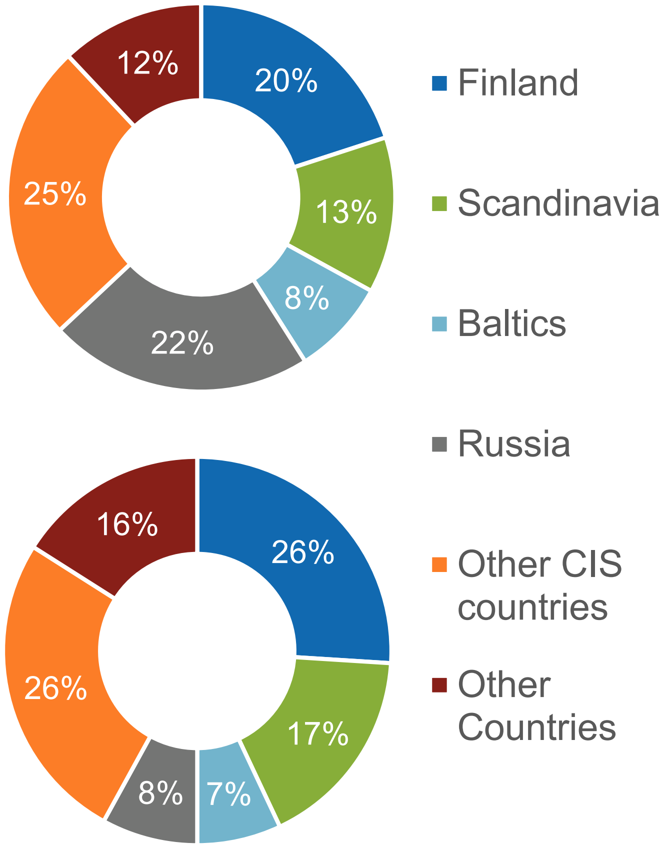
Net sales 1-9/2018
197 M€ (+ 0.1% vs. 1-9/2017)

EBIT 2017
10.8 M€ (+6.9% from 2016)

EBIT 1-9/2018
8.7 M€ (+ 11.5% vs. 1-9/2017)

Net sales by market area 2017

EBIT by market area 2017*

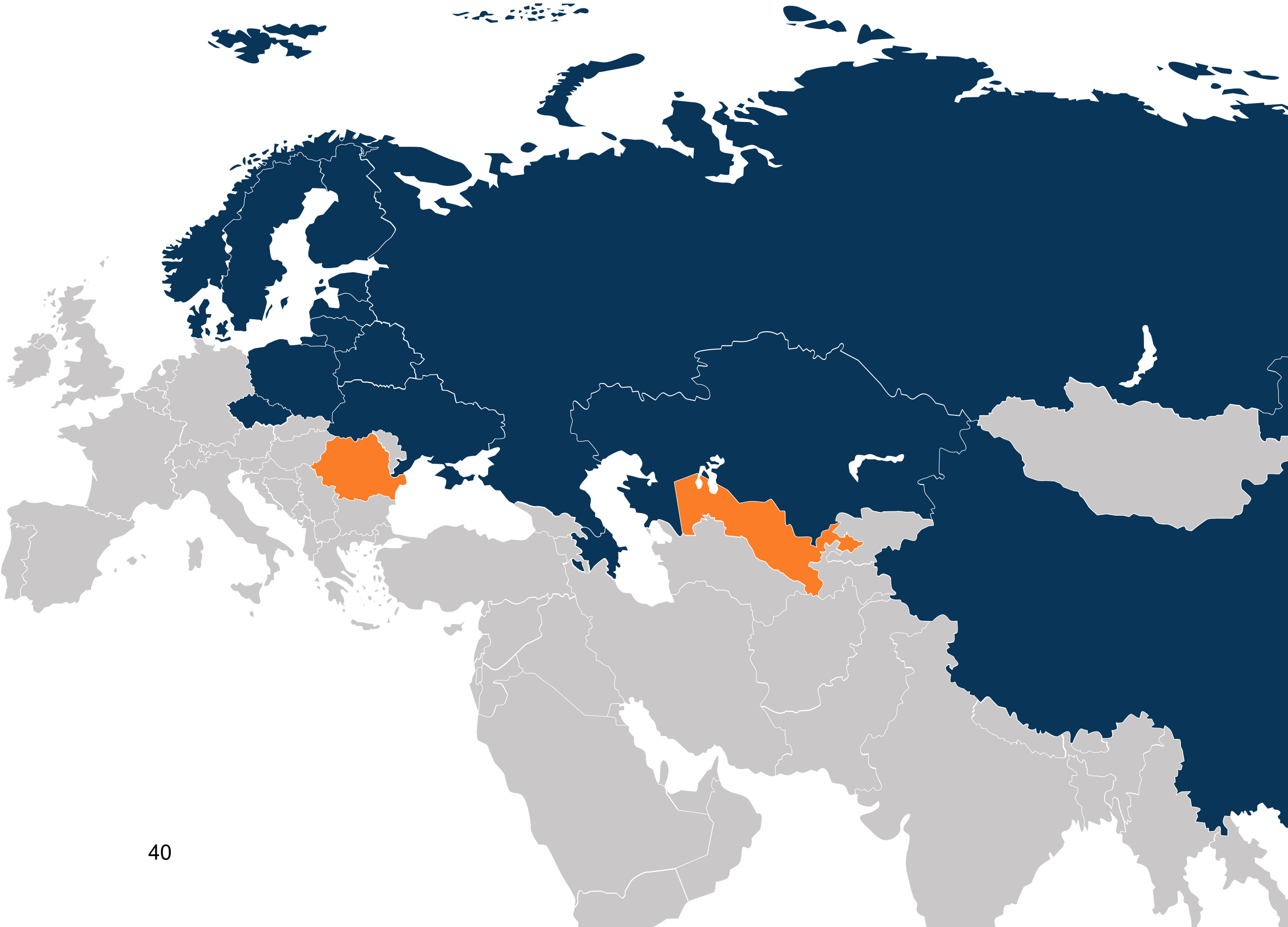


*The figures are not IFRS compliant

Unique ability to establish new business in emerging markets without significant risks

Leader in the Nordic-Baltic region and strong presence in emerging eastern growth markets; ahead of competition in the CIS expansion.

As part of the growth strategy, Telko has started new business in Uzbekistan and Romania



Bridging over 400 principals and 7,000 customers in a sustainable way

PLASTICS

CHEMICALS

Strong demand for value-added services

- Telko's solution based distribution of specialty products (SD)
- Services based on expertise of the supply chain & technical know-how
- Higher value for clients and Higher margins for Telko

PLASTICS

- Packaging industry, E & E (electronics and equipment) and automotive industries
- Companies manufacturing consumer goods

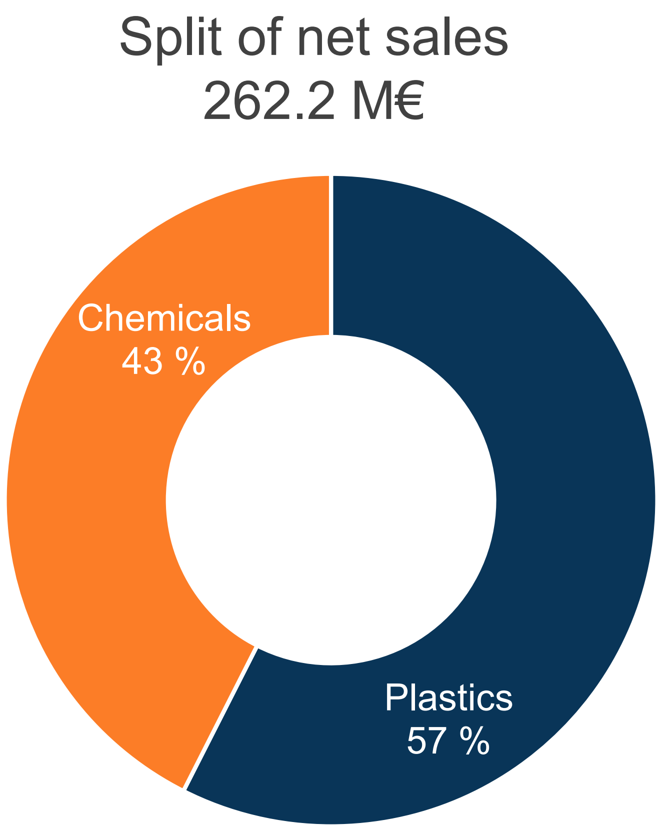
CHEMICALS & LUBRICANTS

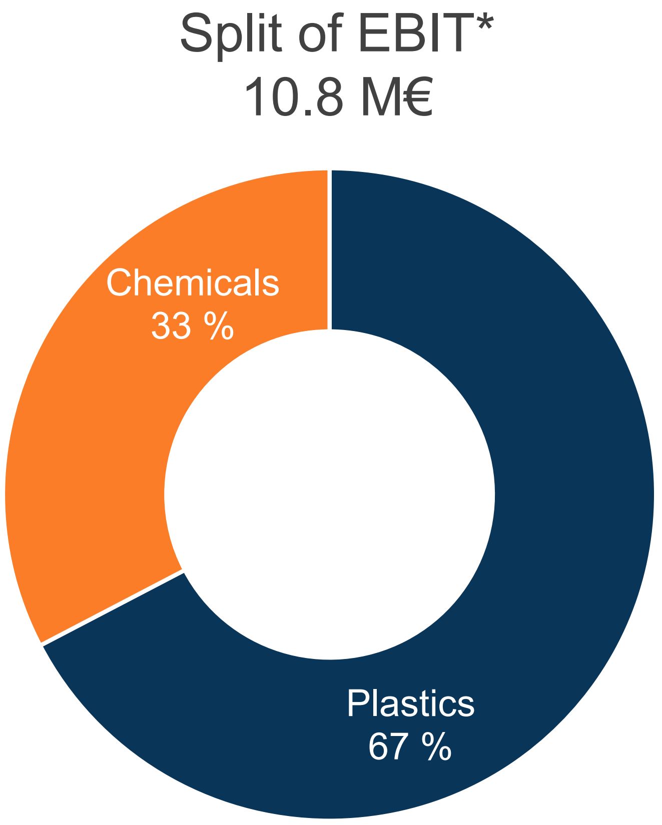
- Paints and coatings
- Construction
- Engineering works
- Printing
- Packaging
- Chemical industries

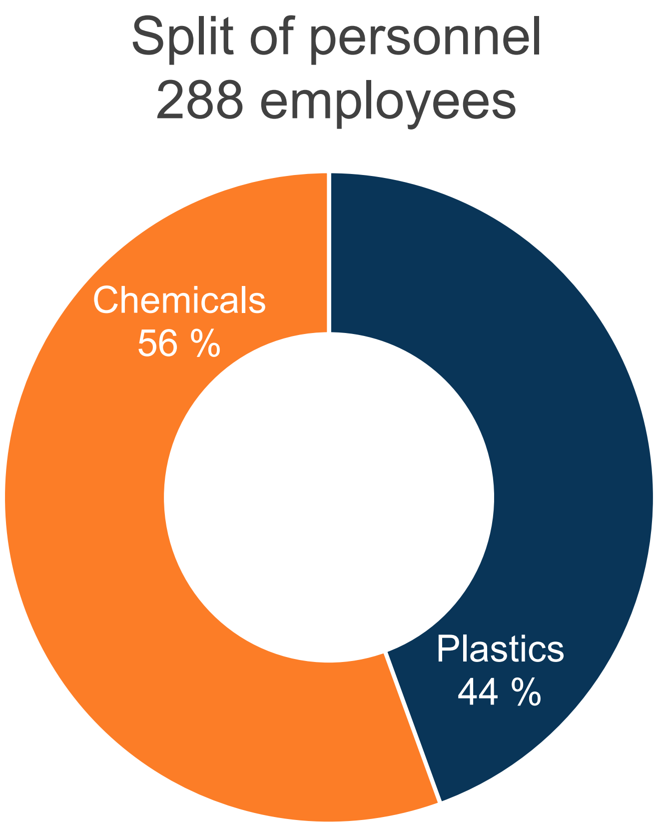
LIFE SCIENCE

- Feed
- Personal care
- Pharma

Balanced business mix with both chemicals and plastics in 2017







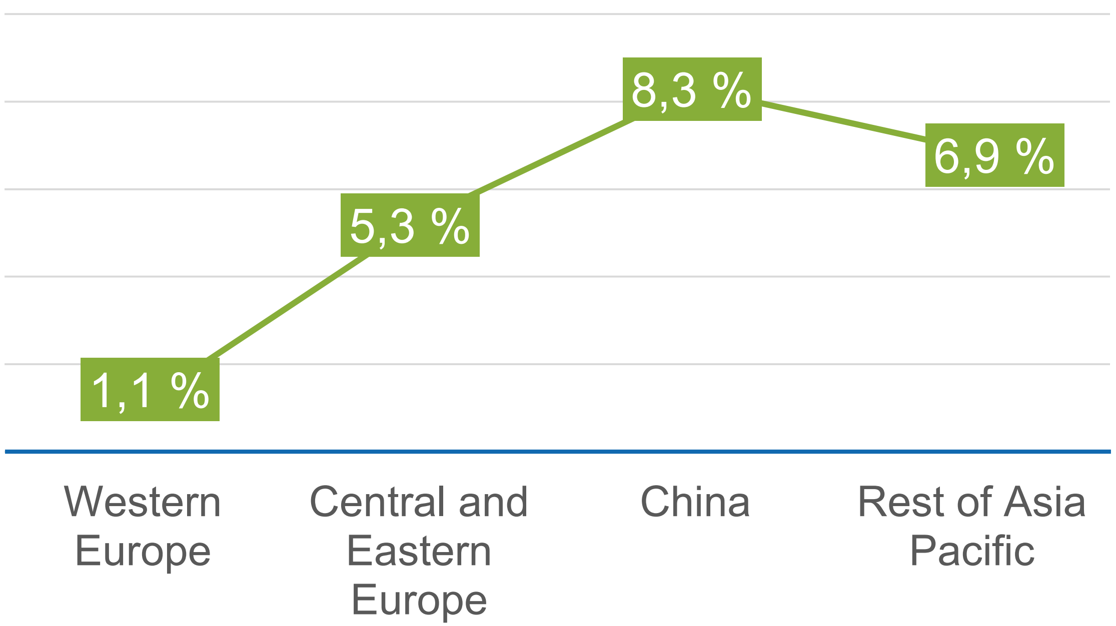
*The figures are non IFRS compliant

Third-party chemical distribution market growth driven by eastern economies

- Growing chemicals consumption driven by continuous increases in GDP growth, especially in the eastern markets
- An increasing share of the global chemicals market flow through third-party distributors

**Technavio, Global Third-Party Chemical Distribution Market 2016-2020*

Third-party distribution market growth estimates, CAGR 2015-2020*



Telko's growth and profitability drivers

Telko to reach 2020 growth targets despite slower 1-9/2018 net sales growth

Growth constraints during 2018

- The decision to discontinue a few high-volume but low-margin customer accounts in Russia during 2017
- Availability problems in certain plastics raw materials due to high demand exceeding the production capacity for some of Telko's main principals
- Weakening of the Ruble – net sales growth in local currency 8.2% during 1-9/2018

Acquisitions in 2018

Danish Lubricant distributor Square Oil

Annual net sales impact: 3.0 M€

Danish Engineering plastics distributor HH Plastikombi (contract signed; target to close in Jan. 2019)

Annual net sales impact: 3.0 M€

Internal profitability improvement projects

Despite slow net sales growth, Telko's EBIT has increased 11.5% during January-September due to successful internal cost control programs. EBIT-margin at the end of September at 4.4% (4.0% 9/2017)

Telko main profit margin drivers

1. Improving of pricing practices
2. New strategy for sourcing and supplier management
3. Solution sales to Telko's eastern markets (Feed, Personal care)
4. Sourcing as a service sales

TELKO

Telko Green Portfolio

Telko is expanding its Green Portfolio and looking for and evaluating new principals in this area

PLASTICS

Biobased,

Biodegradable &

Recycled plastics raw materials

CHEMICALS

For environmental protection

Best-in-class technology, i.e.

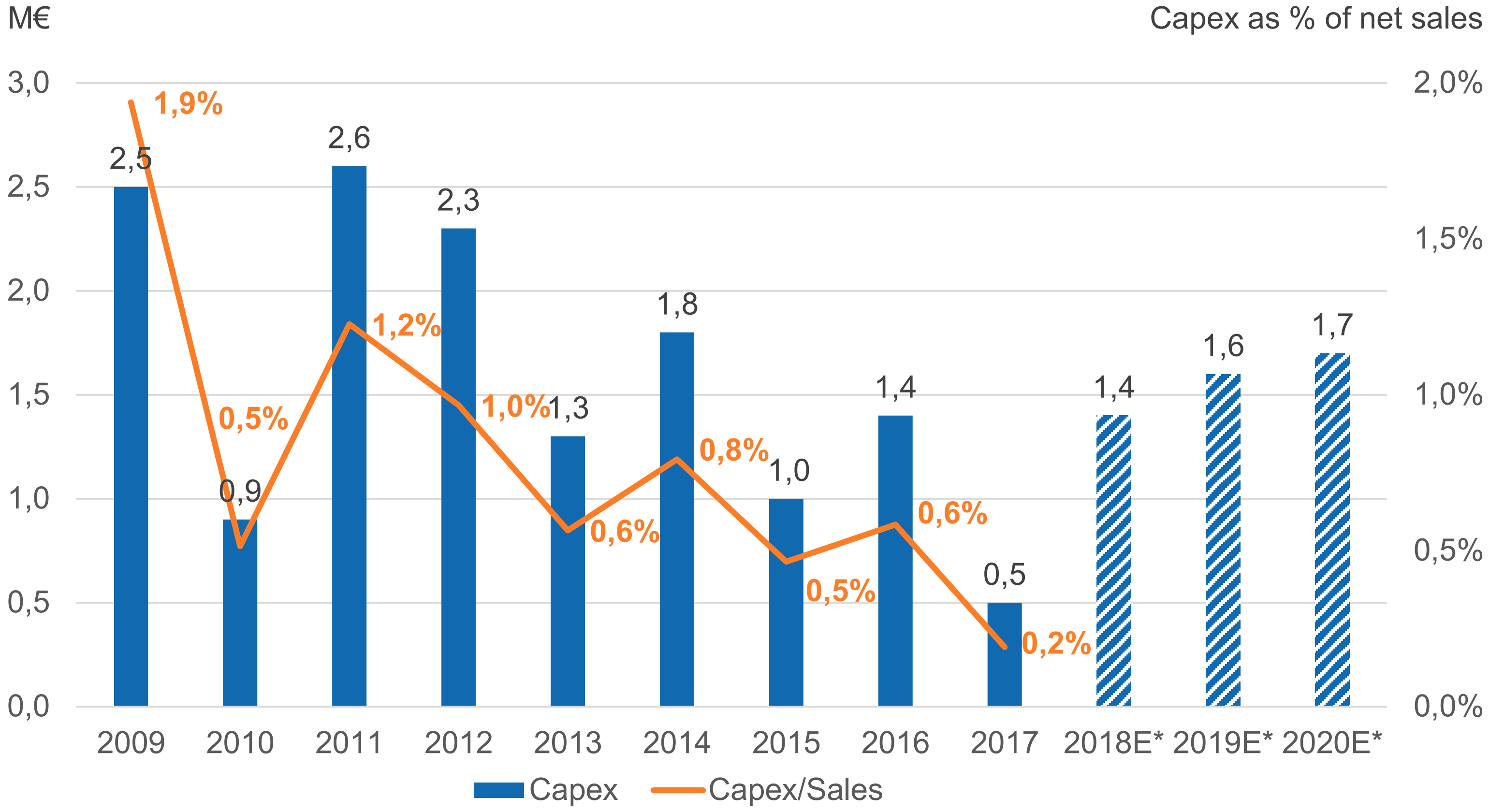
- GHG-emission-free extinguishing foams
- Global warming neutral potential polyurethane foams

Responsibility and sustainable development are key factors in Telko's strategy

TELKO

Attractive financial profile and asset-light business model generate high cash flow

Telko capex and capex as % of net sales (2009–2020E)



Low maintenance capex and efficient working capital management ensure high cash flow

Strong cash flow combined with Telko's high asset turnover enable high return on assets

Working capital as % of net sales

15%

*Management estimates

Telko is committed to reaching its 2020 financial targets

Topline growth

- Telko on-going concrete growth projects
- Third party distribution market expected to continue growing 6-7 % annually
- GDP growth strong correlation to Telko products demand. Telko well established on emerging markets

Net sales 2020

300–350 M€

Increasing EBIT-%

- Unifying the operating model
- Full leverage of current organization
- Successful efficiency programs
- Capex to remain low
- Developing and commercializing new value added services (TD → SD)

EBIT-% 2020

6–7%

TELKO

STRATEGY

DISTRIBUTION INDUSTRY CHANGE FORCES

- Shift in global economic power
- Digital revolution and technological breakthroughs
- Global resources scarcity and climate change
- Distribution Industry Global Growth
- Continued Distribution Industry Consolidation

VISION

The Preferred Partner in Distribution Solutions

MISSION

We Bridge Industrial Customers and Principals in a Sustainable Way

TELKO VALUES

- Success by People
- Partnership
- Responsibility
- Development

STRATEGIC OBJECTIVES

- Preferred choice for customers and principals in selected geographical markets and industries.
- Attractive product portfolio
- Innovative value added services including digital solutions
- Sustainability forerunner
- Effective international operating model
- Success enabled by the best people

MUST WIN BATTLES

- Achieve targeted organic growth
- Grow with focused acquisitions
- Build and commercialize new value added services
- Unify operating model to improve efficiency
- Develop people competences and engagement

ESL Shipping

Mikki Koskinen, Managing Director

A new ESL Shipping

Founded 1949	**Vessels** 50	**ESL-AtoB@C combined cargo volume in 2017** 16.5 MT
Vessel capacity in 2018 468,000 DWT	**ESL-AtoB@C pro forma combined net sales in 2017** 160 M€*	**ESL-AtoB@C pro forma EBIT-% in 2017** 11%*

*Figures are not IFRS-compliant

Our values enable efficient and profitable operations

PROFITABILITY

SAFETY

RESPECT FOR THE ENVIRONMENT

CUSTOMER FIRST

RESPECT FOR COLLEAGUES

Our value proposition

Reliable, safe and flexible deliveries regardless of weather and ice conditions as sustainable as possible

Our strengths - we succeed despite challenging markets

- Strong niche player with deep understanding of the flow of goods
- Long-term customer agreements built on trust, historic benefits and performances
- Deep knowledge of selected clients, routes and materials
- Vessels tailored for customers' ports
- Northern know-how and special expertise in the Baltic Sea and the Arctic
- Superior fleet for ice conditions
- Integrated offering including in-house know-how in design and engineering
- Self-loading and -unloading ESL vessels

Transportation volumes to remain high in the main cargo classes

Transportation demand outlook

Steel industry ▲

Wood raw material ▲▲

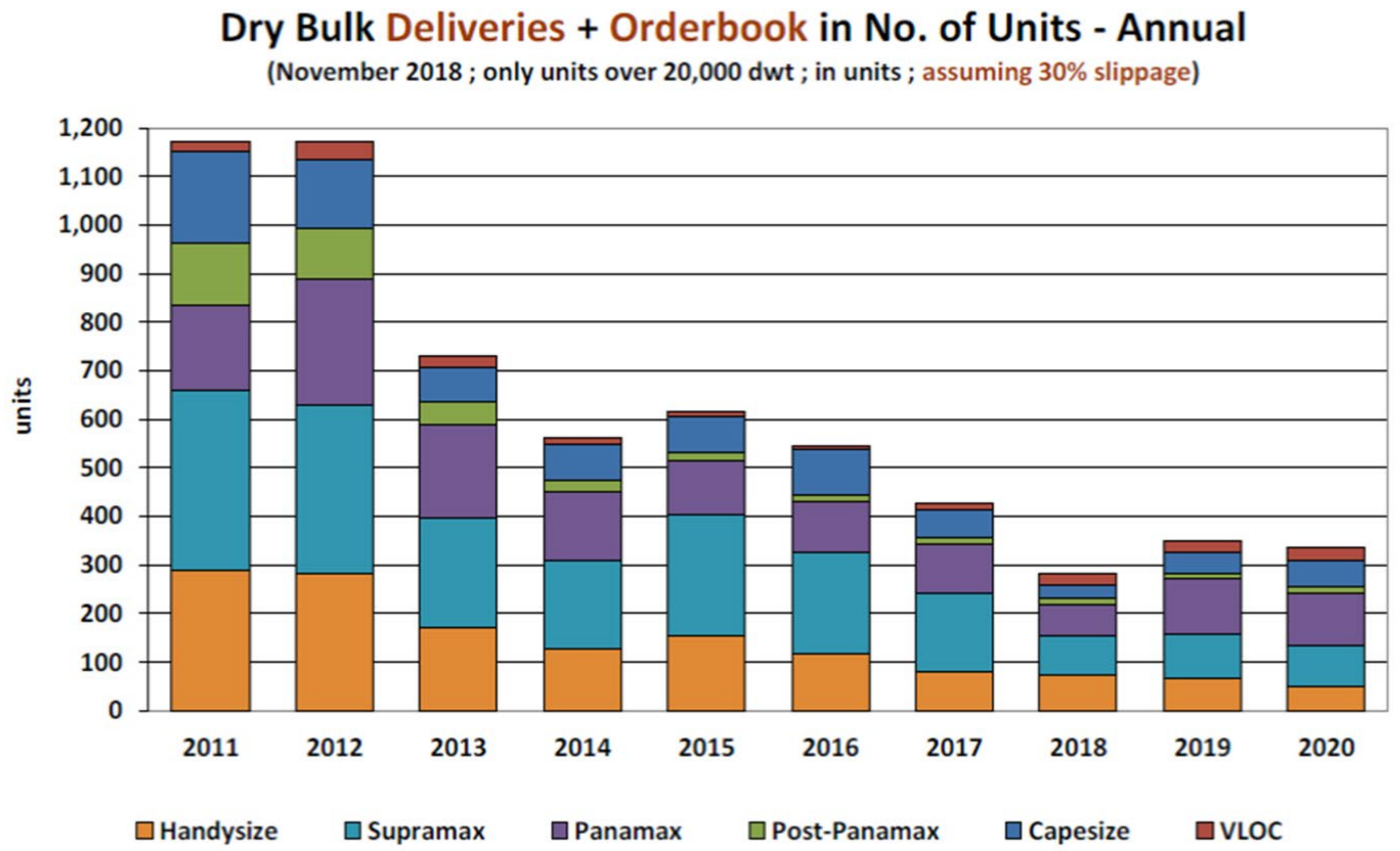
Loading and unloading at sea ▲

Energy industry

Coal ▼

Biofuels ▲▲

ESL's vessel class deliveries and order book to remain on a low level



SOURCE: Banchero Costa Research

ESL Shipping

ESL’s strengths ensure higher than average returns over the cycle

Where we currently are in the freight rate cycle*

Peer group average ROCE, 2017

3%**

ESL Shipping ROCE, 2017

12%

*Source: Danish Ship Finance, 2018

**Average of ESL’s peer group, data from Yahoo Finance, peer group defined in analyst reports

ESL aims to be the best marine logistics solutions provider in ice areas

ESL is executing its strategy

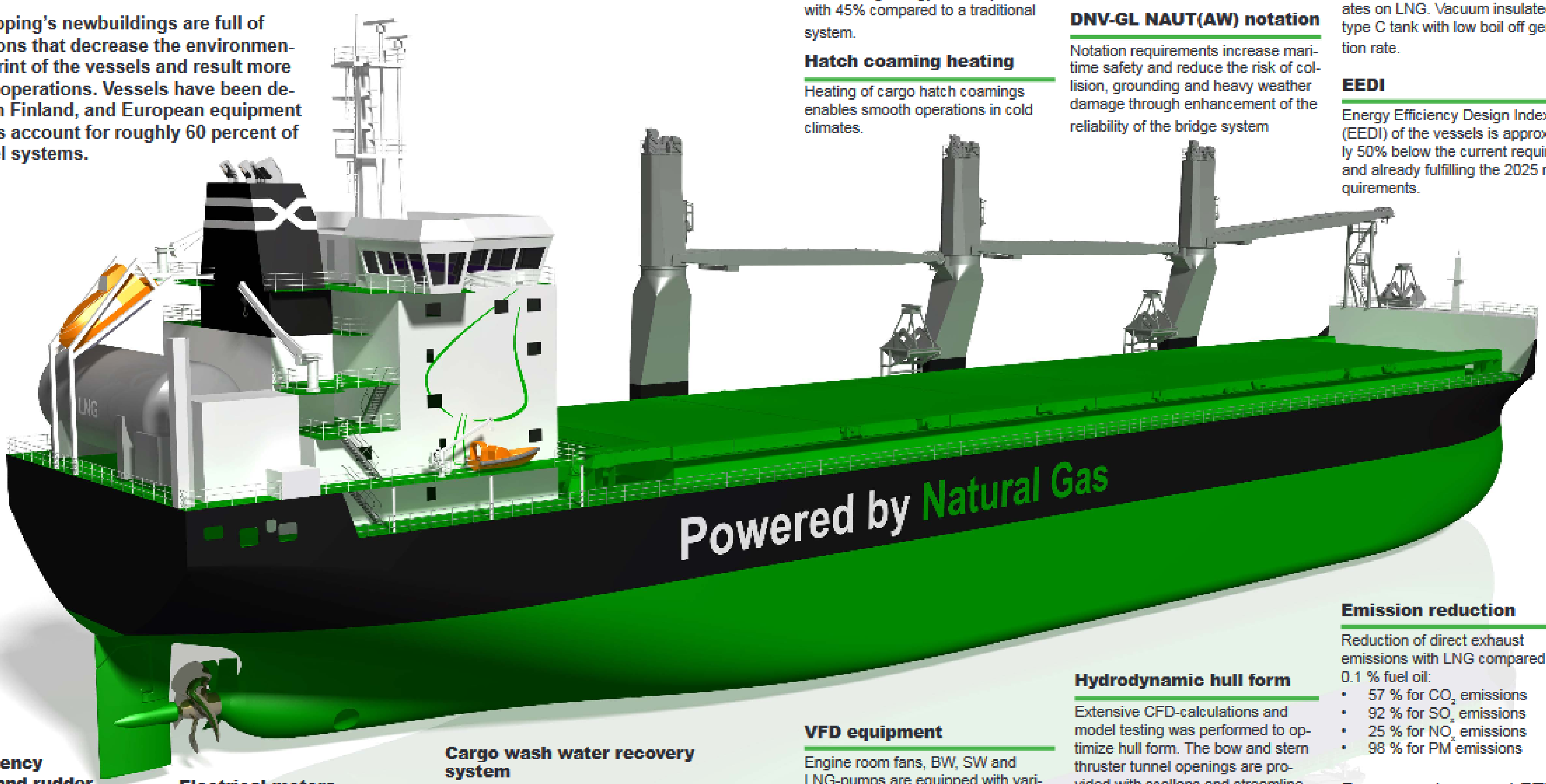
Increased capacity	Lower operational costs, partly through the new investments	A more diversified customer portfolio
New vessel and cargo types	Environmental responsibility and higher energy efficiency	Continuous development and management of long-term customer accounts

Investing in superior competitiveness: environmentally friendly LNG-fuelled vessels

Value of investment 60 M€	2 x 25,600 DWT vessel carrying capacity, M/S Viikki & Haaga	Designed with Finnish Deltamarin 60% of vessel systems by European suppliers Built in China
Long-term agreement for raw material sea transport with SSAB	The LNG vessels will improve profitability by lower operating costs	More than 50% lower CO2 emissions

INNOVATIVE NEWBUILDINGS

ESL Shipping's newbuildings are full of innovations that decrease the environmental footprint of the vessels and result more efficient operations. Vessels have been designed in Finland, and European equipment suppliers account for roughly 60 percent of all vessel systems.



Thermal insulation & Heat recovery

Vessels have improved thermal insulation and are equipped with energy saving solution for air handling unit. Heat recovery wheel reduces cooling energy consumption with 30% and heating energy consumption with 45% compared to a traditional system.

Hatch coaming heating

Heating of cargo hatch coamings enables smooth operations in cold climates.

DNV GL Clean Design notation

The notation requires special features such as 5 ppm bilge water separator, biofouling management, ODP = 0 (Ozone depletion potential), GWP max 1300 (Global warming potential)

DNV-GL NAUT(AW) notation

Notation requirements increase maritime safety and reduce the risk of collision, grounding and heavy weather damage through enhancement of the reliability of the bridge system

Energy management system

The system enables crew to optimize energy consumption.

All LNG-powered

All engines and boiler burner operates on LNG. Vacuum insulated IMO type C tank with low boil off generation rate.

EEDI

Energy Efficiency Design Index (EEDI) of the vessels is approximately 50% below the current requirement and already fulfilling the 2025 requirements.

High efficiency propeller and rudder

Optimal hydrodynamic design with rudder bulb to optimize the water flow.

Exhaust gas heat recovery

Efficient exhaust gas heat recovery for all combustion engines.

Electrical motors

In general, electrical motors of 7.5 kW and above has an energy efficiency class of IE3.

Shore power

Vessel can perform operations in port on shore-electricity, reducing emissions in port up to 100%.

Cargo wash water recovery system

Vessel is able to re-use the washing water and discharge used washing water to port facilities.

Ballast water treatment systems

Capacity 2 x 1000 m^3, UV-type, United States Coast Guard approved ballast treatment units.

VFD equipment

Engine room fans, BW, SW and LNG-pumps are equipped with variable frequency drive (VFD) to reduce the power consumption.

Hull coating

Hull is painted with low friction ice-resistant paint. No harmful antifouling paint is used. Frequent hull cleaning will be performed to reduce the drag of the hull.

Hydrodynamic hull form

Extensive CFD-calculations and model testing was performed to optimize hull form. The bow and stern thruster tunnel openings are provided with scallops and streamline grids. Special attention for monitoring of hull surface roughness was done during the building stage.

Stator fins

The vessel is equipped with four stator fins in order to optimize the flow to the propeller and to increase propeller efficiency.

Emission reduction

Reduction of direct exhaust emissions with LNG compared to 0.1 % fuel oil:

- 57 % for CO_2 emissions
- 92 % for SO_x emissions
- 25 % for NO_x emissions
- 98 % for PM emissions

Permanent magnet PTI/PTO shaft generator with VFD drive

Shaft generator enables flexible and efficient operation of propulsion and power generation at sea as well as extra power for ice conditions through power take in/power take out shaft generator.

An industrial partnership for more sustainable Baltic sea transports

A partnership between industrial customers, ports and shipping companies to increase the sustainability of the whole supply chain

The goal is to make the Baltic sea routes more eco-friendly

Partly funded by the EU

- ESL shipping's share approximately 5 M€

Acquisition of AtoB@C

The AtoB@C acquisition – in line with ESL's growth strategy

30 dry cargo vessels in size of 4,000-5,000 tons	New customer and cargo types for ESL including finished products	Acquisition value 30 M€
7 fully owned 2 partially owned 21 time-chartered	Forest industry raw materials and products, steel industry products, fertilizers, recycled materials, biofuels and minerals	2017 net sales: 79.3 M€* 2017 EBIT: 3.2 M€* (4% of net sales)

*Figures are not IFRS-compliant

The expanded ESL is a more balanced and diversified shipping company

Strengthened position in the smaller vessel category	Total cargo volume increased from 11-12 to 16-17 million tonnes, net sales roughly doubled
Expanded service range for existing and new customers	EBIT higher but margin lower due to larger share of time-chartered vessels

Growth and profitability drivers

Organically growing net sales and profits in 2018

ESL Shipping's net sales increased significantly as a result of higher transportation volumes

Net sales 1-9/2018 not considering the effect of the acquisition (~7M€)

66.7 M€

(+18% vs. 1-9/2017)

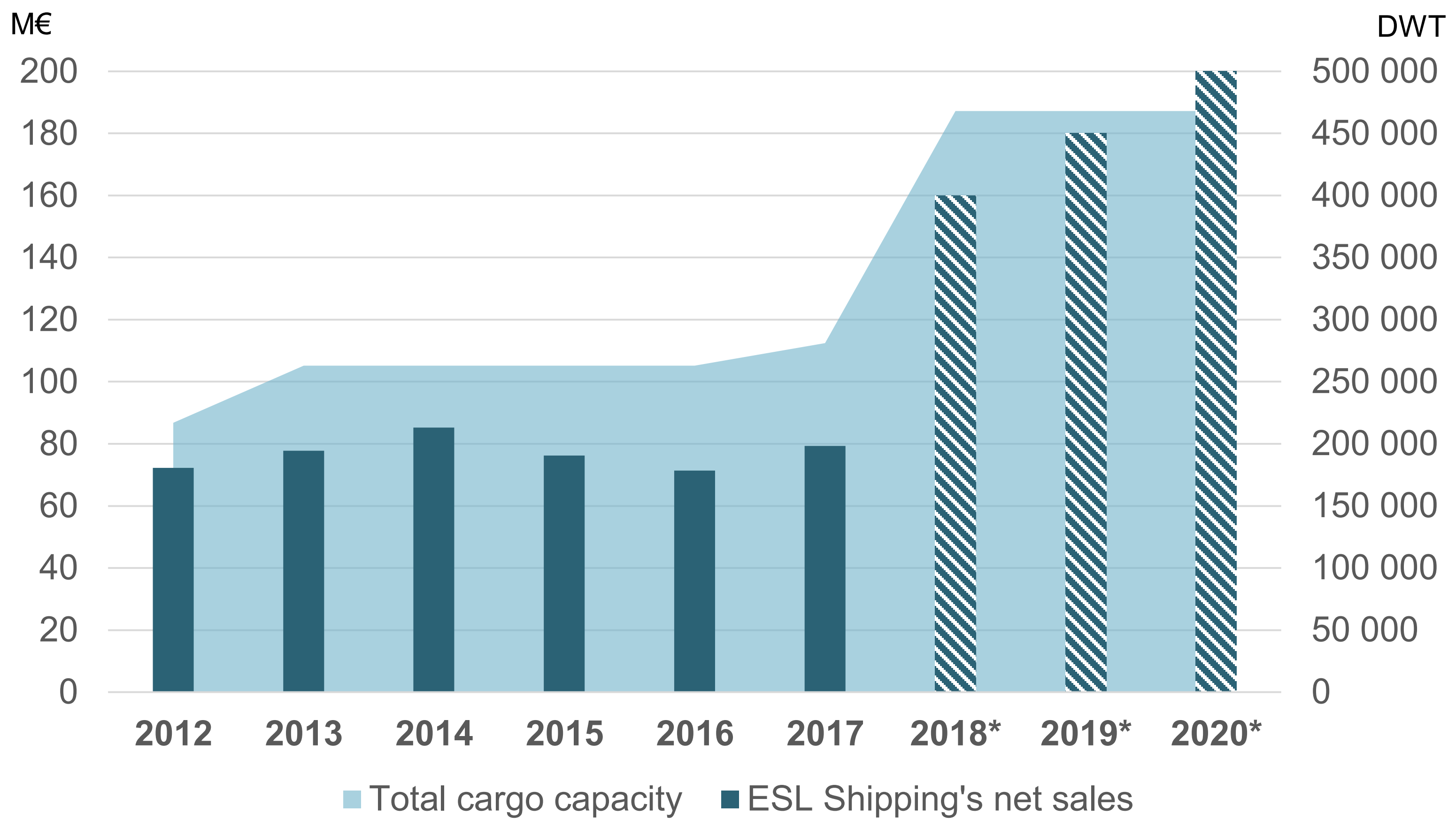
Rising fuel prices also had an increasing impact through fuel clauses included in customer agreements

EBIT 1-9/2018 not including acquisition costs (0.9 M€)

11.8 M€

(+26% vs. 1-9/2017)

The investment and acquisition greatly increase the capacity and revenue

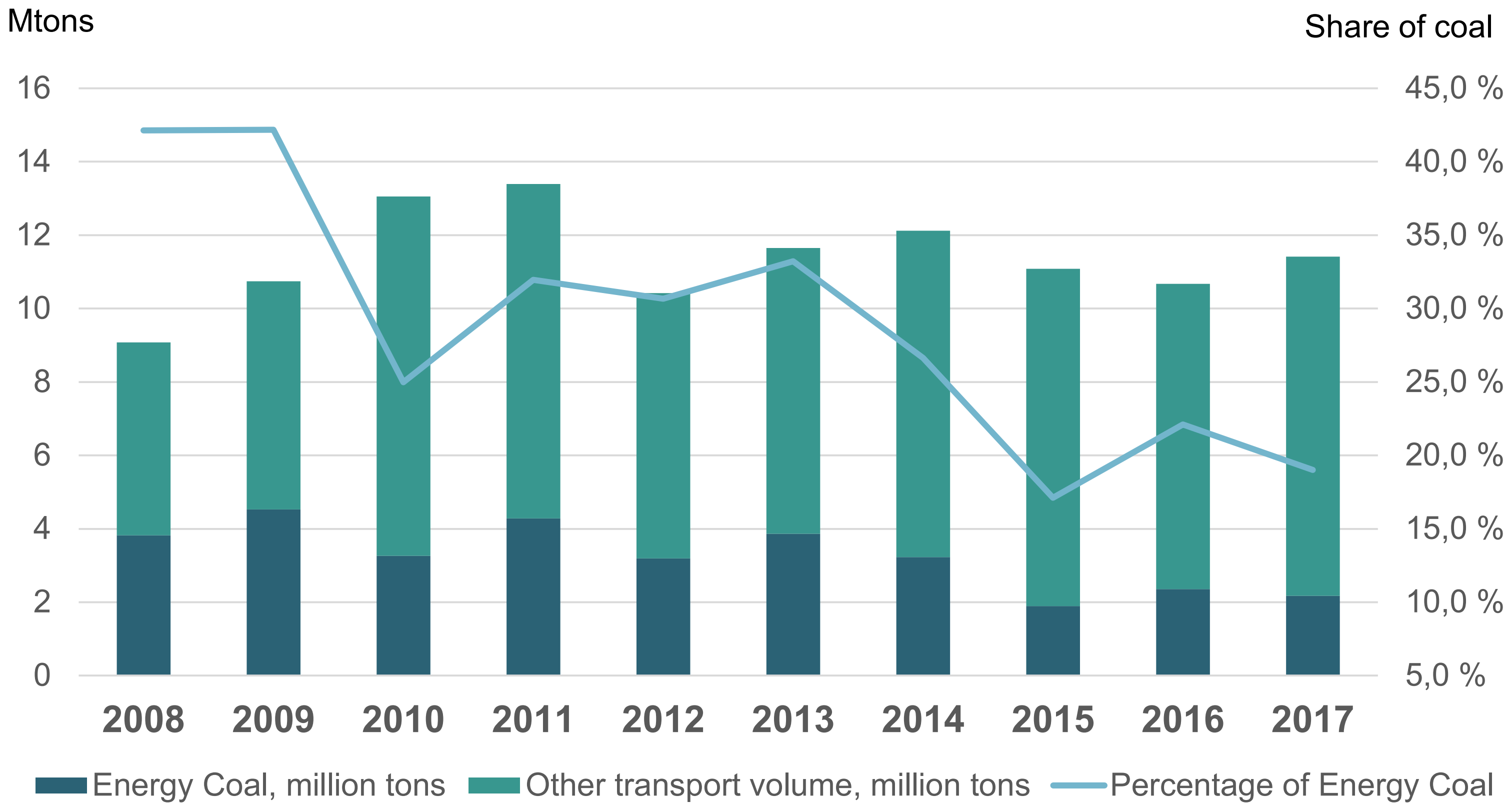


The position of ESL has improved significantly

The increase in capacity enables ESL to improve its operational efficiency and profitability

*Projected approximate pro-forma, not IFRS-compliant growth impacts of the acquisition and investments made

Decreasing demand for energy coal transports



Coal used to be an important profitability driver for ESL.

The decrease in coal transport demand has not negatively impacted ESL's profitability.

Strong trend in transition from coal to biofuels: Transportation needs to increase significantly

ESL'S FINANCIAL TARGETS 2020

Net sales

200 M€

EBIT-%

12–15%

Thank you!