



# Valmet Capital Markets Day 2025



# Agenda

12:00	<b>Opening of Valmet's CMD 2025</b> Pekka Rouhiainen, <i>VP Investor Relations</i>	13:35	<b>Process Performance Solutions – Unlocking resource efficiency</b> Emilia Torttila-Miettinen, <i>EVP Automation Solutions</i> Simo Sääskilahti, <i>EVP Flow Control</i> <b>Q&amp;A on Process Performance Solutions</b>
12:05	<b>Lead the way – Our route to more integrated customer service, higher performance and increased shareholder returns</b> Thomas Hinnerskov, <i>President and CEO</i> <b>Q&amp;A for CEO</b>	14:10	<b>New financial targets towards 2030 reflect a step-change in ambition</b> Katri Hokkanen, <i>CFO</i>
12:35	<b>Biomaterial Solutions and Services – Advancing circularity</b> Sami Riekkola, <i>EVP Pulp, Energy and Circularity</i> Petri Rasinmäki, <i>EVP Packaging and Paper, and interim EVP Tissue</i> Aki Niemi, <i>EVP Global Supply</i> <b>Q&amp;A on Biomaterial Solutions and Services</b>	14:20	<b>Group Q&amp;A</b>
13:15	<i>Coffee break</i>	14:45	<b>CEO final summary and close</b>
		14:50	<b>Instructions to break-outs and break</b>
		15:00	Break-out sessions Valmet DNAe showroom Valmet Mill-Wide Optimization
		16-17	<i>Networking &amp; drinks</i>

# Our Executive Leadership Team as of July 1<sup>st</sup>, 2025

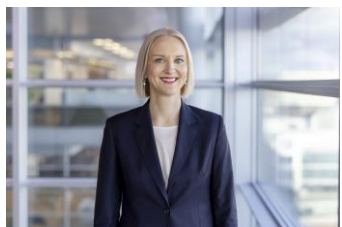
Deep experience and fresh perspectives



**Thomas Hinnerskov**  
President and CEO

■ 2024

- Speakers today
- With Valmet or predecessor since



**Katri Hokkanen**

CFO

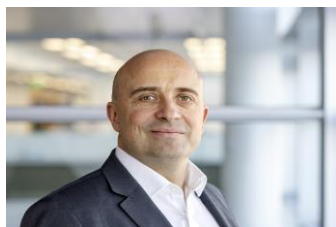
■ 2006



**Emilia Torttila-Miettinen**

Executive Vice President  
Automation Solutions

■ 2003



**Simo Sääskilahti**

Executive Vice President  
Flow Control

■ 2011



**Sami Riekkola**

Executive Vice President  
Pulp, Energy and Circularity

■ 1998



**Petri Rasinmäki**

Executive Vice President  
Packaging and Paper, and  
Tissue (interim)

■ 2004



**Aki Niemi**

Executive Vice President  
Global Supply

■ 1994



**Celso Tacla**

Executive Vice President  
Latin America

■ 2008



**Xiangdong Zhu**

Executive Vice President  
China Chair

■ 1998



**Anu Pires**

Executive Vice President  
People, Communications,  
and Culture

■ 2024



**Olli Hänninen**

Executive Vice President  
Strategy and Transformation

■ 2024



**Rasmus Oksala**

Executive Vice President  
Legal, and General Counsel

■ 2000

# Break-out sessions

## Valmet DNAe showroom

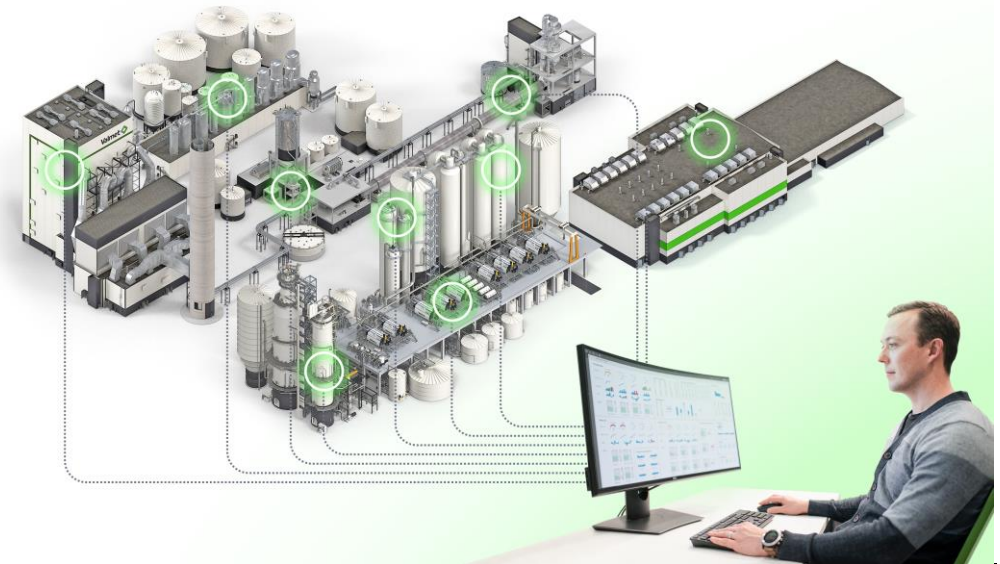


### Presenters

Emilia Torttila-Miettinen  
*EVP, Automation Solutions*

Anton Meuronen  
*Product Manager, Automation Solutions*

## Valmet Mill-Wide Optimization

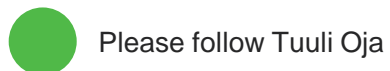


### Presenters

Jari Almi  
*VP, Automation Solutions*

Matias Hultgren  
*Technical Manager, Automation Solutions*

There is a green or a black sticker on the back of your name badge. Please follow IR's Tuuli Oja if it is green, or Emil Reinikainen if it is black.



Please follow Tuuli Oja



Please follow Emil Reinikainen





# Valmet Investor Relations

Pekka Rouhiainen  
VP, Investor Relations



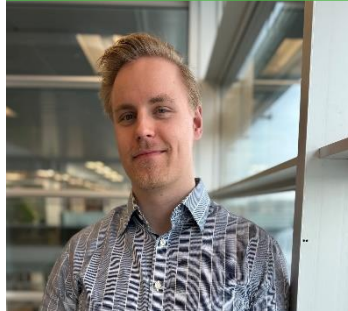
pekka.rouhiainen@valmet.com  
+358 10 672 0020

Tuuli Oja  
Manager, Investor  
Relations



tuuli.oja@valmet.com  
+358 10 672 0352

Emil Reinikainen  
Analyst, Investor  
Relations

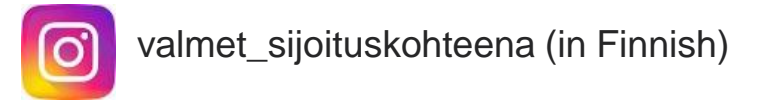


emil.reinikainen@valmet.com

Anna-Mari Kautto  
Executive Assistant to  
CFO



anna-mari.kautto@valmet.com



Visit Valmet's investor pages for a comprehensive set of information about Valmet as an investment



[www.valmet.com/investors](http://www.valmet.com/investors)

# Valmet's key figures

Q1 2025 LTM

## Valmet

Net sales

EUR **5,331** million

Comparable EBITA

EUR **610** million

**11.4%**

## Biomaterial Solutions and Services

Net sales

EUR **3,864** million

Services  
**50%**

CAPEX-driven  
**50%**

Comparable EBITA

EUR **405** million

**10.5%**

## Process Performance Solutions

Net sales

EUR **1,467** million

OPEX-driven  
**67%**

CAPEX-driven  
**33%**

Comparable EBITA

EUR **258** million

**17.6%**

# Biomaterials Solutions and Services segment's offering

## Pulp, Energy and Circularity



### Pulp

- Chemical pulp mills and single islands
- Mechanical pulping lines
- Rebuilds and upgrades



### Energy

- Heat and power generation
- Air emission control



### Circularity

- Pyrolysis solutions
- Carbon capture pre-treatment
- Textile recycling
- Biomass prehydrolysis

## Packaging and Paper



### Board

- Full board production lines
- Machine sections
- Capacity and quality improvement rebuilds



### Paper

- Full paper production lines
- Machine sections
- Productivity improvement rebuilds

## Tissue



### Tissue

- Full tissue production lines
- Converting and packaging lines
- Energy efficiency and productivity rebuilds

# Process Performance Solutions segment's offering

## Automation Solutions



### Distributed Control Systems

- Highly integrated, next-generation Valmet DNAe automation System for process control, monitoring and applications for different industries
- Automation services and Industrial internet solutions



### Quality Management Systems (QMS)

- Valmet IQ Quality control system for pulp and paper
- Quality management applications to optimize resource usage and quality
- Automation services and Industrial internet solutions



### Analyzers and Measurements

- Critical analytical measurements to control and optimize industrial process, quality and safety
- Automation services and Industrial internet solutions

## Flow Control



### Valve controllers

- Valve controllers for control and on-off valves
- Intelligent safety solenoids
- Limit switches

### Actuators

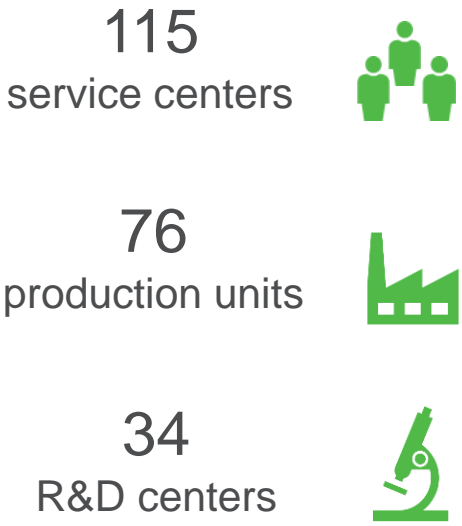
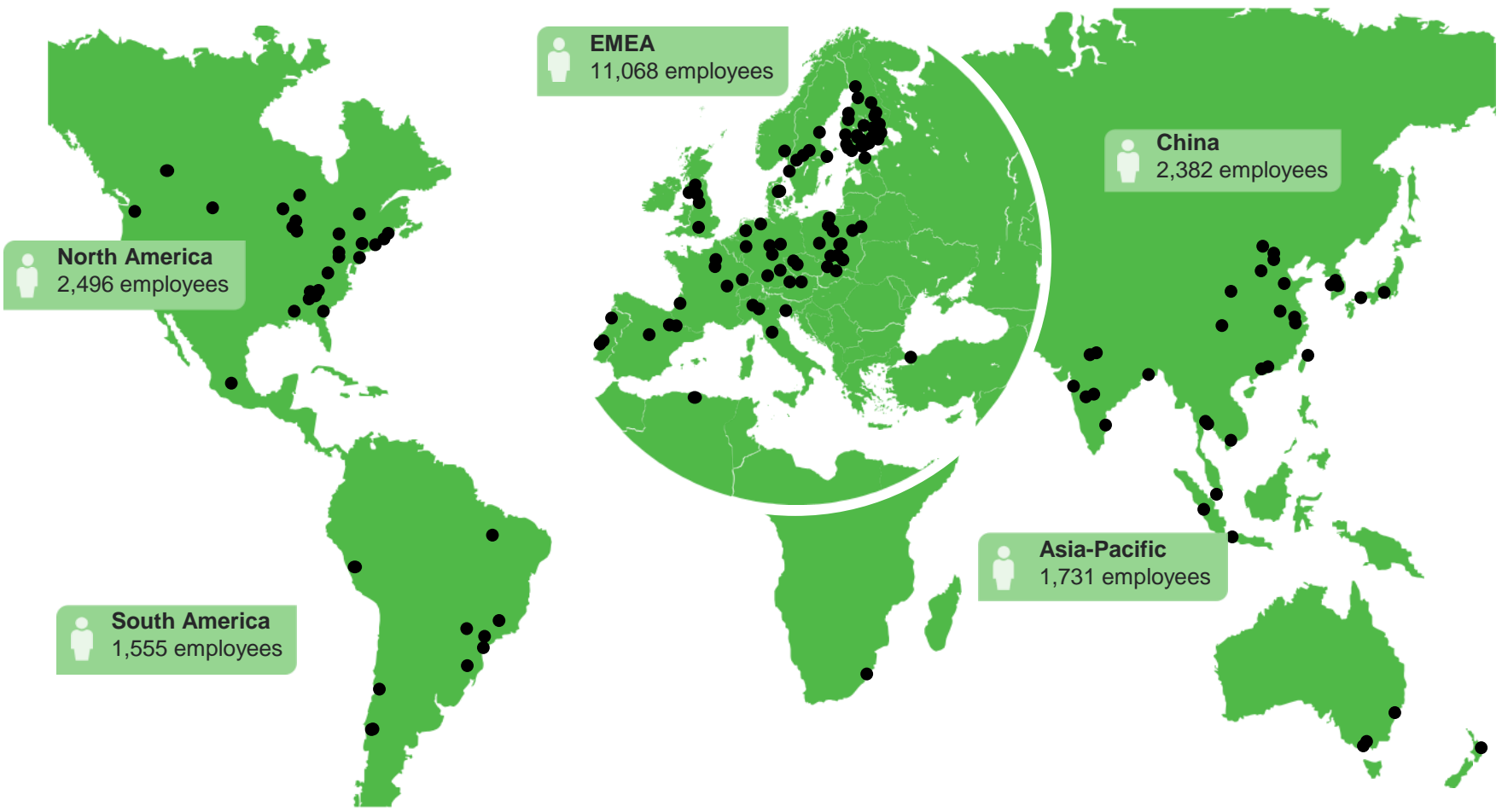
- Pneumatic actuators
- Hydraulic actuators
- Electric actuators


### Valves

- Control valves
- On-off valves
- ESD valves



# Global presence creating a good platform for growth in Biomaterial services and Process Performance Solutions





Lead the Way – Our route to more integrated customer service, higher performance and increased shareholder returns

Thomas Hinnerskov, President and CEO

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# Our new *Lead the Way* strategy delivers a strong value proposition

## Our new 2030 financial targets

### 1. Lead the Way strategy

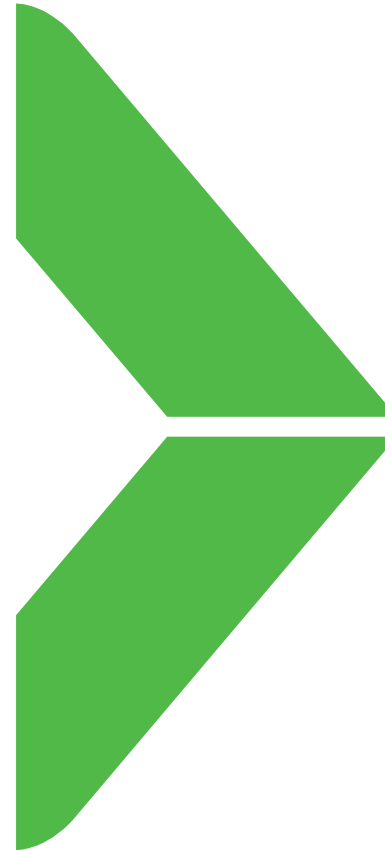
to create a simpler, bolder, more ambitious Valmet

### 2. Strong fundamentals

to unlock existing potential and value

### 3. Renewed operating model

to drive a lifecycle, customer-centric focus



**5%**

Organic growth CAGR over the cycle  
(L10Y ~4%)

**15%**

Comparable EBITA margin  
(Q1 2025 LTM: 11.4%)

**20%**

Comparable ROCE  
(Q1 2025 LTM: 13.0%)

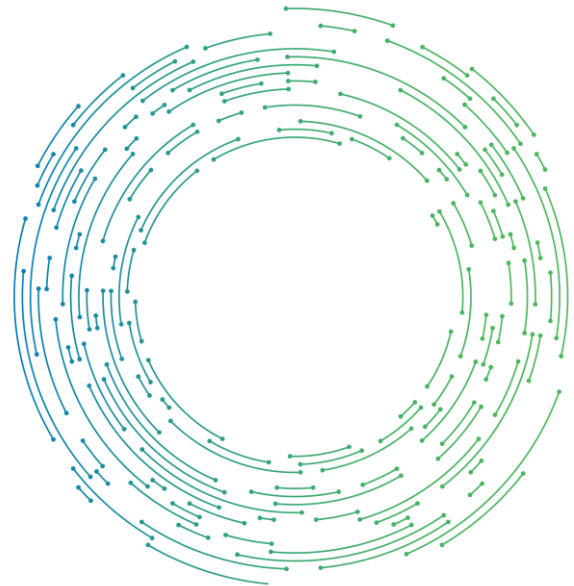
# Lead the Way

Transforming industries towards a regenerative tomorrow

## Biomaterial Solutions and Services

### ADVANCING CIRCULARITY

- Seamless lifecycle approach to grow in services and technology
- Continuous innovation with customers, leading the way towards circularity
- Relentless drive for product cost competitiveness



## Process Performance Solutions

### UNLOCKING RESOURCE EFFICIENCY

- Leading lifecycle value, reliability and customer experience
- Customer-focused innovation and strategic portfolio expansion
- Growth in high-quality technologies and digital capabilities in mission-critical solutions

# We have a strong foundation

## Biomaterial Solutions and Services

**#1-2**

Position in biomaterial markets  
with world-leading references

**21%**

Market share in biomaterial services

Net sales

EUR **3,864** million

Comparable EBITA

**10.5%**

## Process Performance Solutions

**6%**

Organic net sales growth (CAGR)  
2017–2024

**>60%**

Of net sales from diverse industries  
outside of biomaterials

Net sales

EUR **1,467** million

Comparable EBITA

**17.6%**

All financials last twelve months (LTM) Q1 2025



# We will take Valmet to a new level of performance

## Differentiated, competitive businesses...

World-leading **technology**

Vast **installed base** built over decades

Strong **customer references and trust**

**Best people** in the industry

## ... elevated to next level of performance

### More focused, bolder strategy

- Four strong fundamentals
- Fewer, more ambitious strategic initiatives
- Disciplined capital allocation focusing on ROCE and competitiveness

### Renewed operating model

- Simplified structure
- Cost competitiveness
- Digitally-driven customer lifecycle focus

### Evolved culture

- Role clarity
- Empowerment
- Accountability

# Our strategy is built on four strong fundamentals



## **CUSTOMER SUCCESS**

Using leading technology and innovative solutions to deliver real value our customers can count on



## **LIFECYCLE COMMITMENT**

Growing and serving our leading installed base sustainably supported by advanced digital solutions



## **GLOBAL COMPETITIVENESS**

Competing worldwide with lower product costs and excellent operations



## **ACCOUNTABILITY**

Operating as a high-performing, empowered team close to customer needs and opportunities

# Our renewed operating model is simpler and stronger

## Two focused missions

Biomaterial Solutions and Services  
Process Performance Solutions

## Global Supply unit

Ensuring cost competitiveness in  
Biomaterial Solutions and Services



## Renewed Operating Model

## Five strong business areas

Seamless lifecycle services and  
technology close to customers

## Functions integrated globally

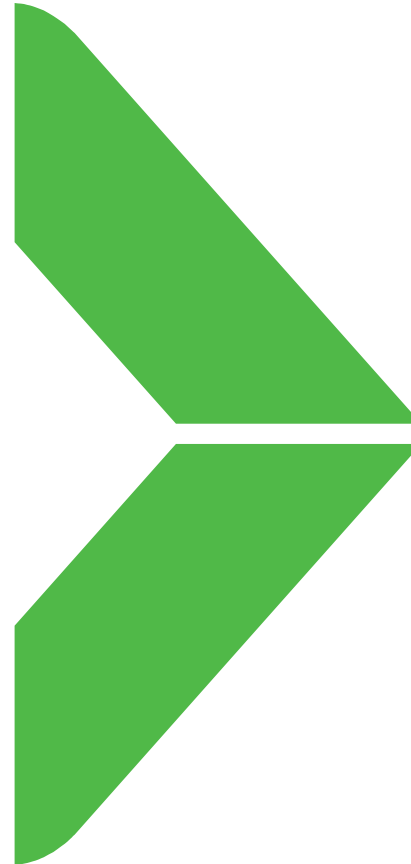
Removing duplication with renewed  
and simplified ways of working

# We will double services growth through our new operating model

**A one team approach to deliver customer lifecycle value**

**Staying close to customers, with end-to-end accountability**

**Business area approach to unlock value with digital**



**Doubling services growth target in Biomaterial Solutions and Services to**

**8%**

Organic growth CAGR  
(*Historic<sup>1</sup>: 4%*)

# We are reshaping mindset and culture

Technology first

Separated projects and services

Matrixed and complex

Continuous improvement

100+ initiatives based on Must-Wins

Accounting focus



**Customer success first**



**Lifecycle-centered approach**



**Accountable and empowered**



**Bold multi-year targets**



**3–5 strategic initiatives per business area**



**Financial performance**





➤ **Lead the Way**

➤ **Strong fundamentals**

➤ **Renewed operating model**

➤ **Mindset shift**

**5%**

Organic growth CAGR over the cycle

**15%**

Comparable EBITA margin

**20%**

Comparable ROCE

Financial targets by 2030



A man with a beard, wearing a white hard hat with a headlamp, safety glasses, and yellow earmuffs, is looking upwards and to the right. He is wearing a high-visibility yellow safety vest over a dark long-sleeved shirt. The background is a blurred industrial setting with yellow metal structures and pipes. A white semi-transparent box is overlaid on the right side of the image, containing text.

## Biomaterial Solutions and Services – Advancing circularity

Sami Riekkola, EVP Pulp, Energy and Circularity

Petri Rasinmäki, EVP Packaging and Paper, interim EVP Tissue

Aki Niemi, EVP Global Supply

# Biomaterial Solutions and Services – Three full lifecycle business areas

Q1 2025 LTM

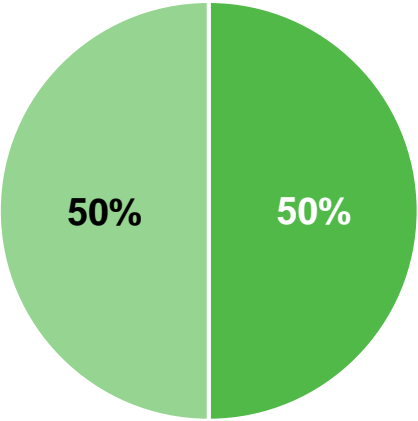
Pulp, Energy and Circularity  
Packaging and Paper  
Tissue

## Net sales

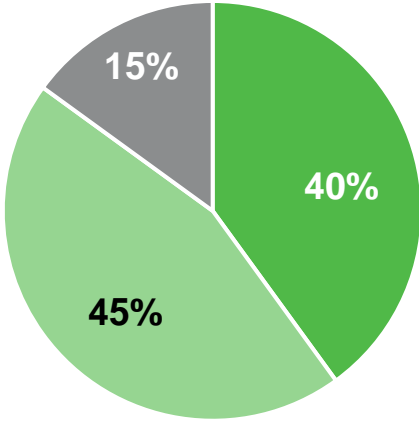
EUR **3,864** million

Net sales organic  
CAGR 2014–2024

**~3%**



■ Services  
■ CAPEX-driven



■ Pulp, Energy and Circularity  
■ Packaging and Paper  
■ Tissue

## Comparable EBITA

EUR **405** million

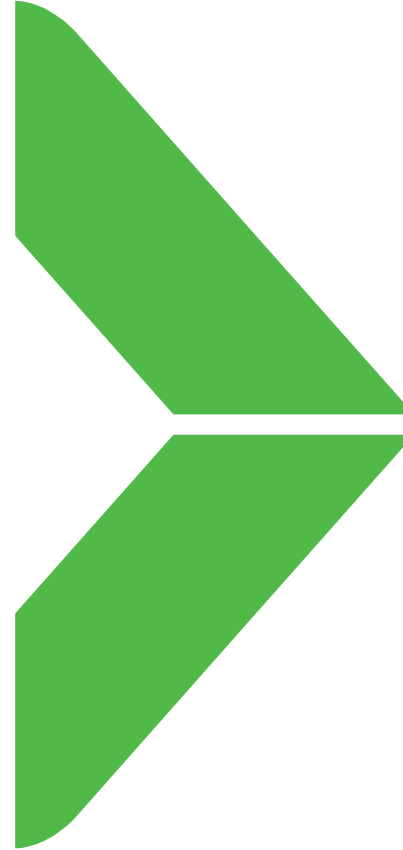
**10.5%**

# Clear strategic priorities drive our ambitious financial targets

Seamless lifecycle approach to grow in services and technology

Relentless drive for product cost competitiveness

Continuous innovation with customers, leading the way towards circularity



**Double the organic growth (CAGR) in Biomaterial Services to 8%**

**Comparable EBITA margin 14% by 2030**



# We are a global leader with strong lifecycle offerings

## Pulp, Energy and Circularity



**Pulp**

**#1–2**

market position



**Energy**

**#1–3**

market position



**Circularity**

**Strong**

innovation  
track record

## Packaging and Paper



**Board**

**#1**

market position



**Paper**

**#1**

market position

## Tissue



**Tissue**

**#1**

market position

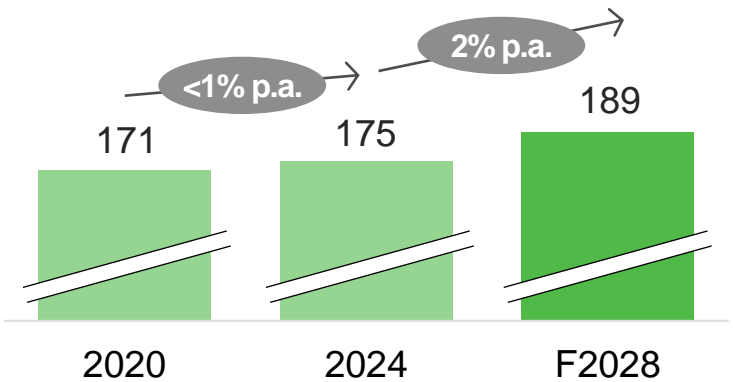
**Services**

**#1–2** across markets



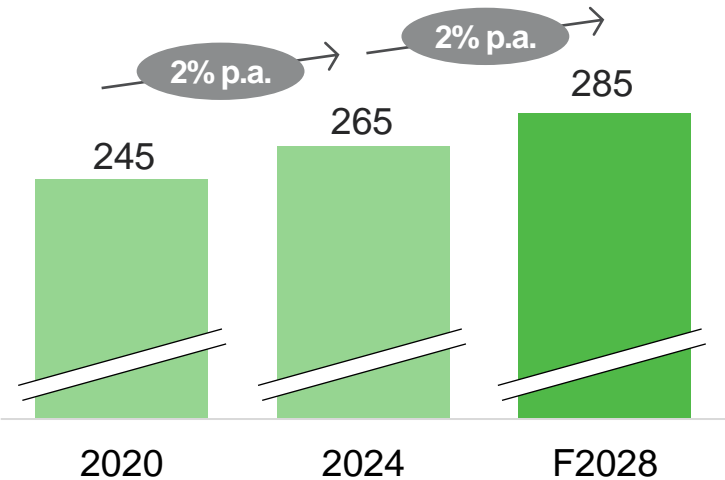
# Global market growth increases demand for our lifecycle approach

## Global pulp demand, Mt



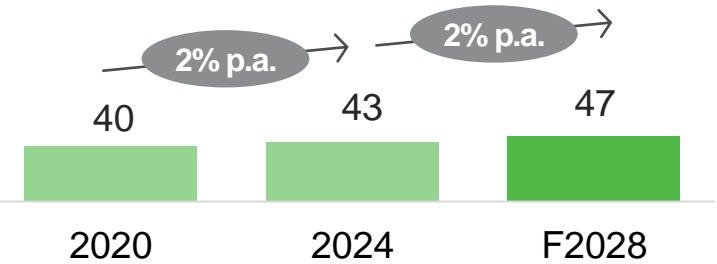
Pulp demand growth accelerating  
Capacity investments in China, SA and APAC  
Rebuilds and optimization of existing assets e.g., in NA

## Global board demand, Mt



Positive long-term outlook, catching up supply overcapacity in mid-term  
Today, 2028 capacity sold with a mix of investments and capacity improvements

## Global tissue demand, Mt



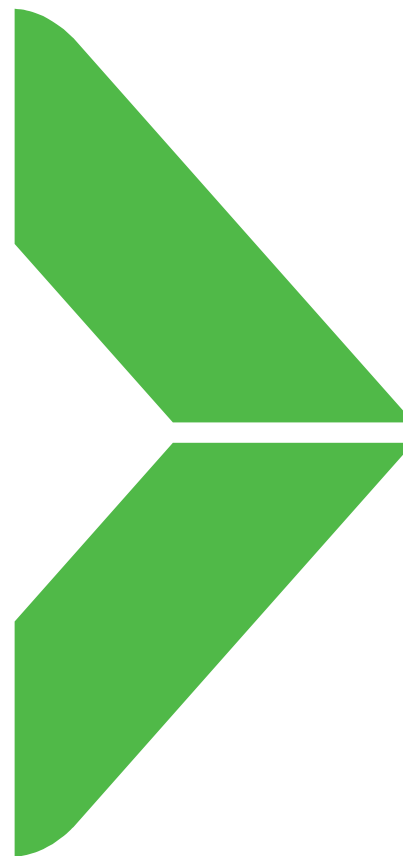
Demand growth and market sentiment strong across regions  
Even higher growth in tissue converting

**Demand growth drives services across all markets**

**Seamless lifecycle approach to grow in services and technology**

Relentless drive for product cost competitiveness

Continuous innovation with customers, leading the way towards circularity



**Double the organic growth (CAGR) in Biomaterial Services to 8%**

**Comparable EBITA margin 14% by 2030**

# Our new operating model sharpens lifecycle focus

## **Strengthening services focus in business areas**

Our best projects deliver twice the average service value – tying services and process technologies together amplifies services focus

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## **Business areas organized by customer industries...**

Optimizing R&D, product management, resource allocation and delivery towards industry-specific customer lifecycle needs in each business area

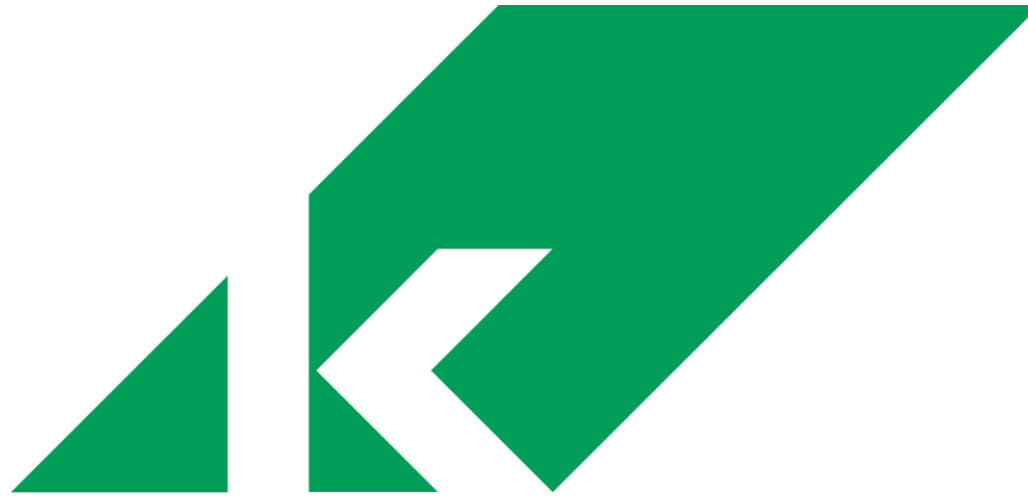
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## **...boosting customer benefit with industry-specific offerings**

We have unique industry-specific offerings – such as our end-to-end Tissue concept across all phases of asset lifecycle

# Customers see the benefit of our lifecycle commitment

*Customer reference video*



# Klabin

# In Tissue, our end-to-end lifecycle concept maximizes customer value

Valmet solutions, services, automation and digital optimization



Stock  
preparation

Tissue  
machine

Winder































Tissue  
converting

Tissue  
packaging

Benefits across investment planning, ramp-up and use phase



# We have a unique competitive advantage in delivering full Tissue lifecycle

Key capabilities	Valmet	Peer 1	Peer 2	Peer 3	Peer 4
Mill layout and concept planning					
Tissue manufacturing					
Tissue converting <sup>1</sup>					
Tissue packaging <sup>1</sup>					
Services offering across all steps					
Digital solutions leveraging data across the value chain <sup>1</sup>					

# We are unlocking services potential in the global installed base

## **Unified global and local teams serving our customers**

Streamlined decision-making and faster servicing, improving the customer experience

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## **Digital tools driving customer value across installed base**

Expanding digital installed base coverage with seamless integration to e.g., e-commerce

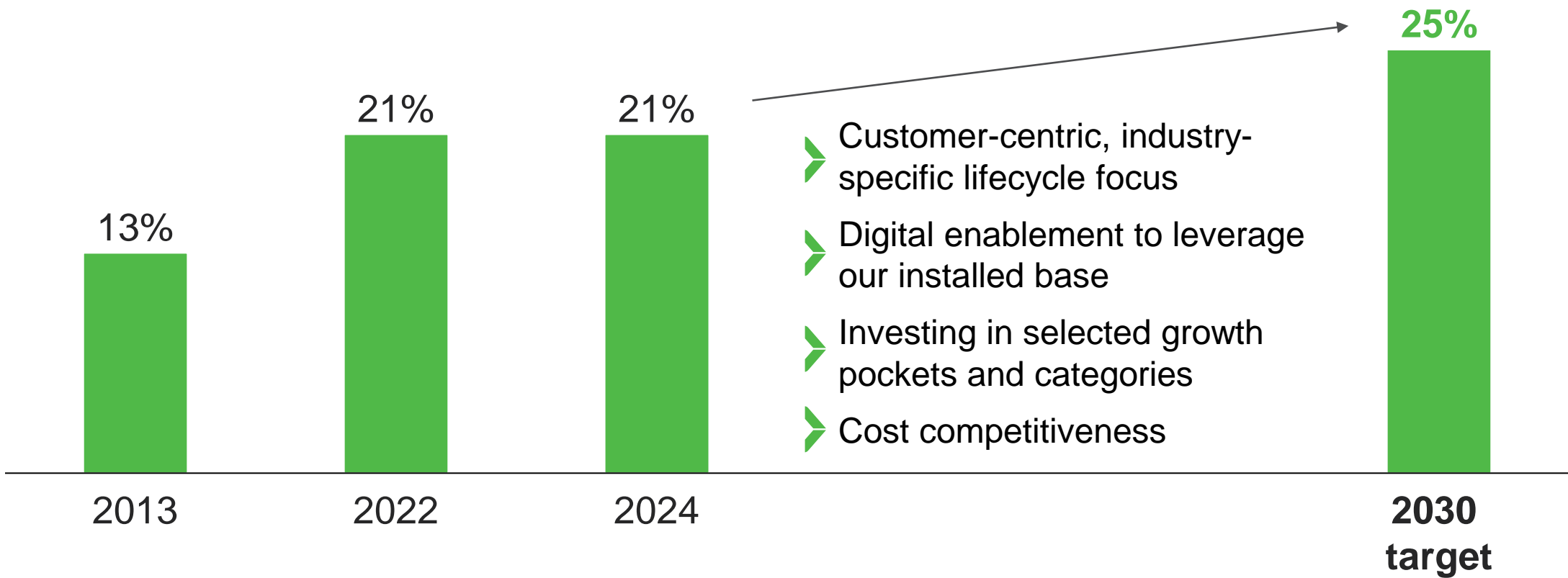
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## **Investing in identified growth pockets and categories**

Significant opportunities for accelerated growth in specific product categories and markets

# Our actions will re-accelerate services market share growth

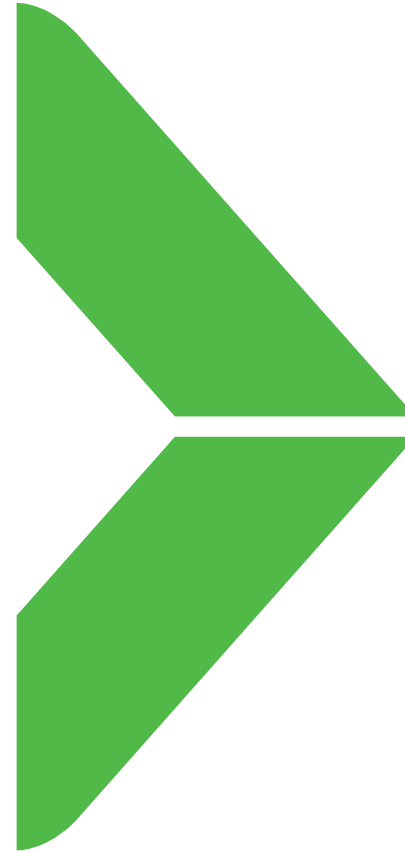
## Valmet Biomaterial Services market share



Seamless lifecycle approach to grow in services and technology

**Relentless drive for product cost competitiveness**

Continuous innovation with customers, leading the way towards circularity



**Double the organic growth (CAGR) in Biomaterial Services to 8%**

**Comparable EBITA margin 14% by 2030**

# Global Supply represents a step-change in cost competitiveness

## Global Supply responsibilities

### Biomaterial Solutions and Services

- Direct procurement
- Most production activities
- Logistics

### Full Valmet

- Indirect procurement
- Health, safety and environment, quality management, and facilities actions

EUR  
**100 million**  
of cost efficiencies by 2030

CCC<sup>1</sup> opportunity with  
**80%**  
of spend in EMEA and NA

Consolidation from  
**19,000**  
current suppliers

Optimization of  
**37**  
production sites

Process Performance Solutions' production and direct procurement activities are not included due to strong integration and limited synergies.

# Key changes in how we manage global supply

**From scattered manufacturing and procurement organizations...**

**Fragmented supplier** base in each business area

**Each unit developing their own production**

**Limited capability sharing and development between organizations**

**Need to improve speed**

**... to a single, centrally managed Global Supply organization**

**Supplier consolidation leveraging global volumes**

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**Shared production capacity**

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**Stronger category teams and competence pools**

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**Faster decision making and execution**



# We will increase our competitiveness with a flexible world-class supply chain



## Cost competitiveness and resiliency

- Increased sourcing from cost competitive countries
- Consolidating our supplier base
- Dual sourcing strategy



## Production footprint and logistic optimization

- Balancing our global production network
- Improving inventory and logistic efficiency



## Developing capability and expertise

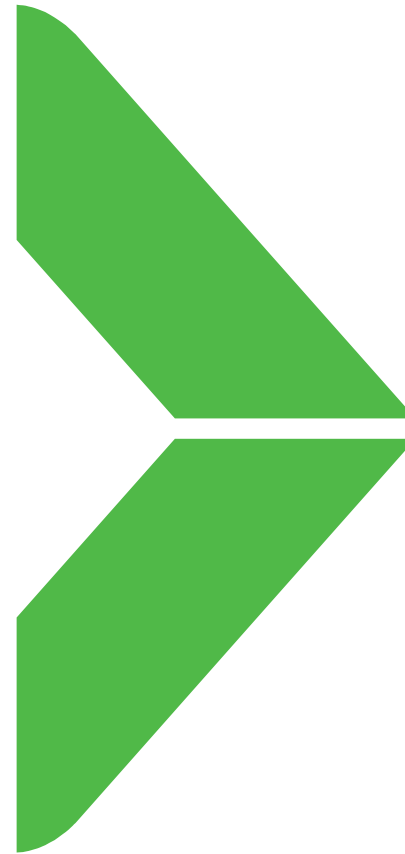
- Capability to transfer technologies and products quickly and effectively among regions, while protecting our intellectual property rights

➔ **EUR 100 million** of cost efficiencies by 2030

Seamless lifecycle approach to grow in services and technology

Relentless drive for product cost competitiveness

**Continuous innovation with customers, leading the way towards circularity**



**Double the organic growth (CAGR) in Biomaterial Services to 8%**

**Comparable EBITA margin 14% by 2030**

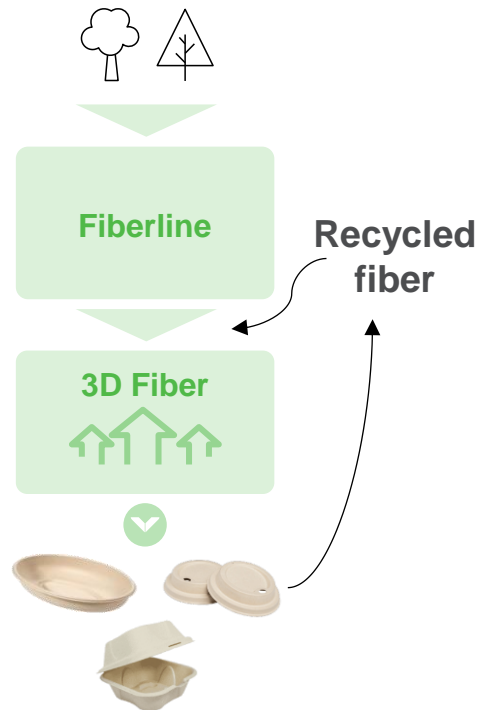
# We innovate together with customers to advance circularity

Examples of innovations in commercialization

Valmet Partners

## Molded fiber

Wood, bagasse, bamboo or straw



Sustainable alternative to plastic across packaging industry

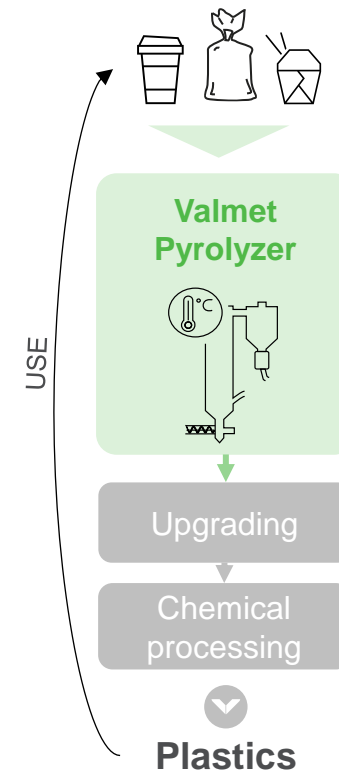
Valmet technology enables low operational expenses and high production rates

Possibility to use recycled fiber and make 3D molded products fully circular

Collaboration with Metsä Group continues towards industrial-scale production

## Chemical recycling of waste plastics

Waste Plastics



Utilizes significantly higher share of feedstock than mechanical recycling, taking us closer to a sustainable plastics ecosystem

Step change in CAPEX efficiency and best-in-class yields with wide range of waste quality

Ready for full industrial scale in polystyrene

Mixed plastics use cases expecting industrial scale readiness in 2026

# Customers rely on our technology leadership

## What our customers value in partnering with Valmet

- 1 Technological forefront**  
Long-term focused technology leader
- 2 Customer orientation**  
Trustworthy people who understand customer needs with leading expertise and advice
- 3 Product quality**  
Excellent equipment quality and performance



*Valmet's equipment is stable, technology is leading, and it focuses on customer needs and makes breakthroughs*

Valmet Customer Survey 2025

# Doubling services growth and increasing Comparable EBITA to 14% by 2030

- We are utilizing our leading market positions with customer-specific lifecycle offerings
- We have a clear plan to double organic services growth to 8% and to increase services market share to 25%
- We drive EUR 100 million cost savings with new Global Supply organization
- We use technology leadership and innovation to create new profitable growth



A man with a beard, wearing a dark blue blazer over a light-colored sweater, stands in a modern office setting. He is pointing with a pen towards a large digital screen that displays a complex dashboard of industrial process performance metrics. The dashboard includes numerous charts, graphs, and data visualizations, such as bar charts, line graphs, and flow diagrams, representing various stages of a manufacturing process. The background is a light-colored wall with a large window. In the foreground, the back of a person's head is visible, suggesting an audience is present.

# Process Performance Solutions – Unlocking resource efficiency

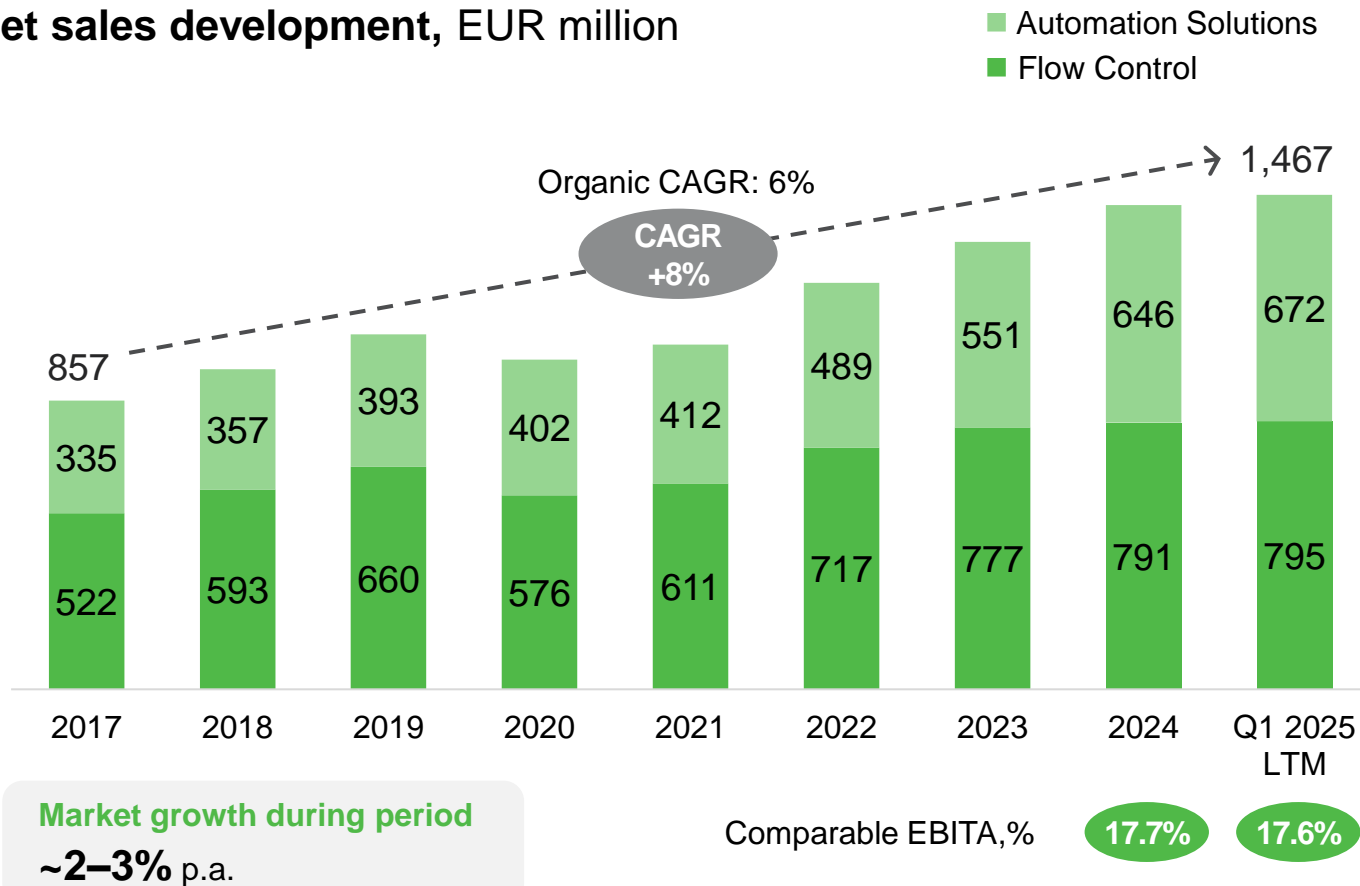
Emilia Torttila-Miettinen, EVP Automation Solutions  
Simo Sääskilahti, EVP Flow Control



# Process Performance Solutions – Strong growth and profitability record

## Automation Solutions Flow Control

Net sales development, EUR million



**Systematic portfolio expansion  
and continuous investment into  
technology and digitalization**

### Major technology releases:

Valmet DNAe, April 2024

Valmet Mill-Wide Optimization, March 2023

### Acquisitions:

#### Flow Control

Rotex actuation 2018

Flowrox 2021

#### Automation Solutions

NovaTech Process Automation 2023

Siemens Gas Chromatography 2024

# Foundations of our profitable growth

## **Unique leadership position in P&P**

providing solid base and development environment

## **Diversified and attractive portfolio**

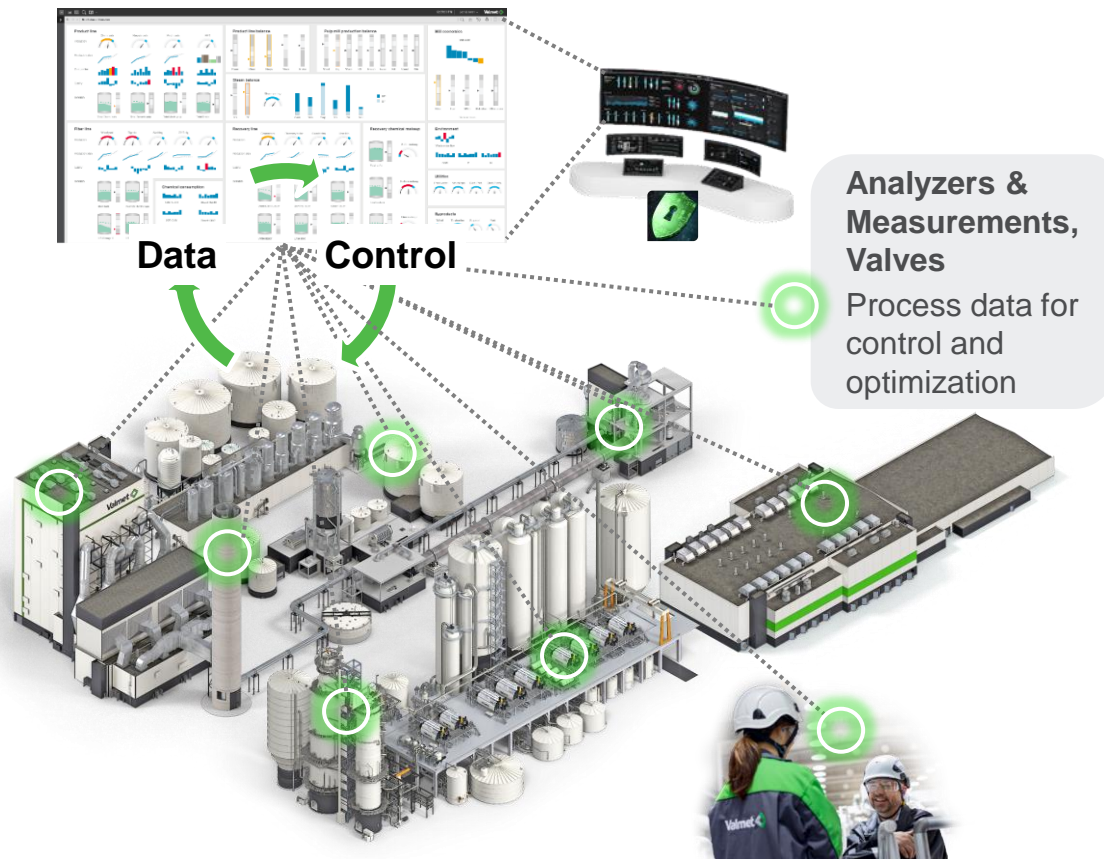
of customer industries with strong positions

## **Mission-critical solutions**

providing attractive business mix and sustainable advantage

# Our Pulp & Paper offering provides unmatched customer advantages

## Example of a pulp mill with Valmet Process Performance Solutions segment portfolio



### Process and Performance Solutions:

- The broadest and most specialized offering in automation and flow control enabling optimization up to mill-wide level
- Market-leading digital capabilities enabling customers to reach production and sustainability targets

### Valmet combined:

- Unparalleled integrated service model to improve reliability and efficiency in customer processes and operation

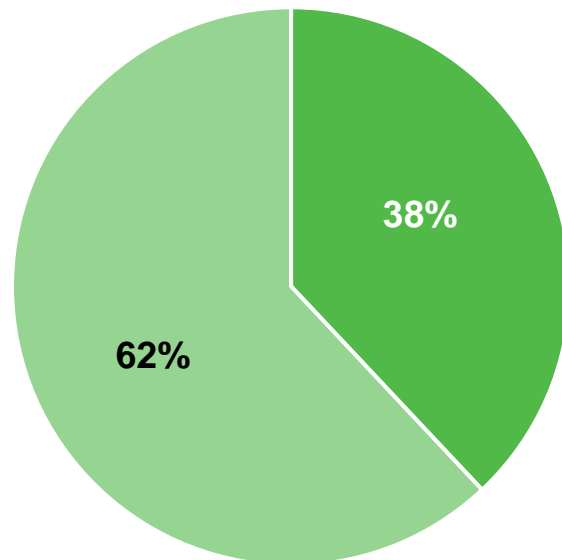
# Diversified portfolio of customer industries

Q1 2025 LTM

## Net sales split

### Process Performance Solutions (% of segment total)

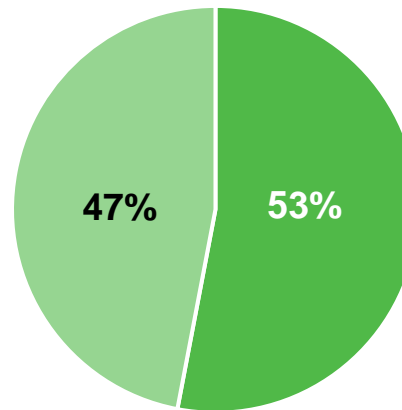
EUR 1,467 million



- Pulp & Paper
- Other process industries

### Automation Solutions (% of BA total)

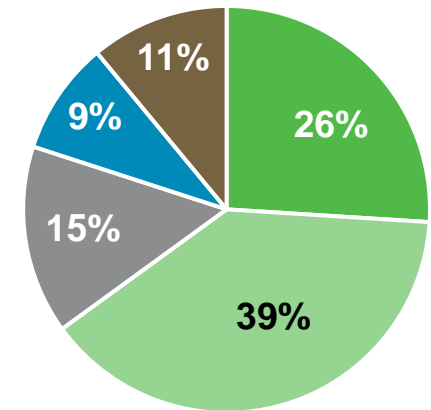
EUR 672 million



- Pulp & Paper
- Energy, Process & Marine

### Flow Control (% of BA total)

EUR 795 million



- Pulp & Paper
- Refining & Chemicals
- Renewable Energy & Gases
- Metals & Mining
- Other industries

# Strong positions across diverse industries with 3% annual market growth

Process  
Performance  
Solutions  
market size

**EUR 16 billion**

Automation Solutions

**EUR 15 billion**

Flow Control

Customer  
industry

**Pulp &  
Paper**

**Marine & Other  
Process**

**Refining &  
Chemicals**

**Energy &  
Gases**

**Metals &  
Mining**

Automation  
Solutions  
market positions

**#1–2** in full portfolio  
of systems and  
products

**#1–2** in cruise market,  
niche player in other  
DCS

**#1** in gas  
chromatography,  
niche player in DCS

**#1–2** in gas  
chromatography,  
**#1** WTE & BioE DCS

Niche player in DCS

Flow Control  
market positions

**#1**

Niche player in other  
process industries

**#5–7**

**#1–2**  
in industrial gases

**#4–6**

Market  
growth outlook



# Leadership in mission-critical solutions with sustainable advantages

	<b>High technology</b>	<b>Strong customer references, approvals, and credibility</b>	<b>Service capabilities and presence close to customers</b>	<b>Digitalization capabilities</b>	<b>Lifecycle value guaranteed</b>
<b>Flow Control</b>	Highly recognized quality reputation  Deep application and customer process knowledge	Extensive customer and industry approvals across brands	Industry-leading services coverage	Industry-leading digital capabilities for installed base management and service  NDX positioner with advanced diagnostic capabilities	Expertise and tools from investment planning to maintenance and upgrades
<b>Automation Solutions</b>	Deep technical expertise and results in developing most advanced systems in process automation	Strong player in core markets and in DCS niches with outstanding customer recognition and results due to domain expertise	Project office excellence with right capabilities globally  Sales and services presence directly in 37 countries	Valmet DNAe  Market-leading analyzer technology and optimizations	Unique concept to keep customers' systems future proof and optimized



# We are industry leaders both in technology and services capabilities

## Superior automation technology supported throughout lifecycle



**Valmet DNAe** – the most advanced web-based DCS system and applications in the market

**590** service engineers  
**630** own operations professionals  
In **37** countries  
**7,000+** individual customers

## Leader in Flow Control service capabilities and digitalization



Service presence in **40** countries

Over **270** own service professionals

Over **50%** of valves currently used covered by our installed base data

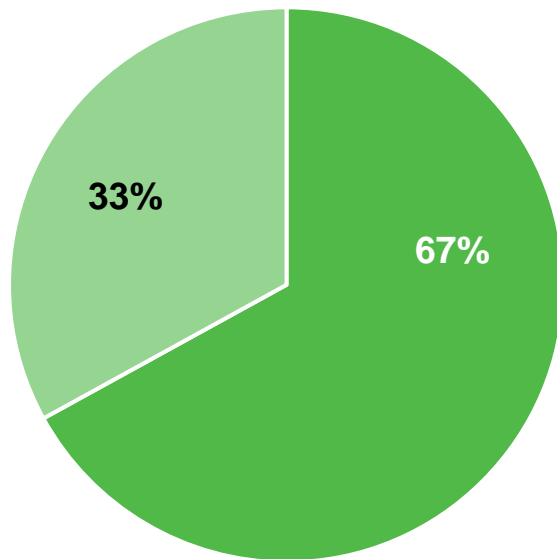
# Focus on mission-critical solutions results in an attractive business mix

Q1 2025 LTM

## Net sales split

### Process Performance Solutions (% of segment total)

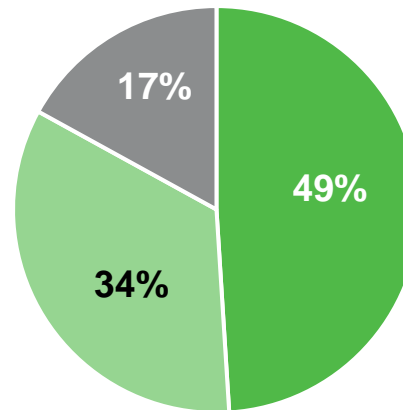
**EUR 1,467 million**



- OPEX driven / Services
- CAPEX driven / New installments

### Automation Solutions (% of BA total)

**EUR 672 million**

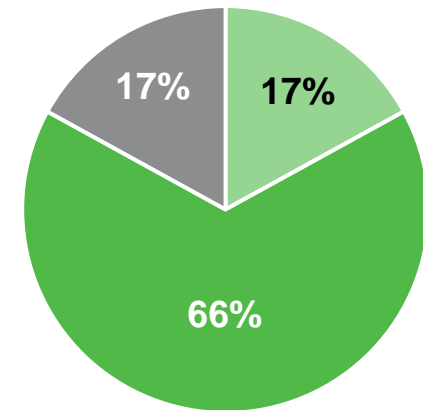


- Distributed Control Systems
- Analyzers & Measurements
- Quality Management Systems

**49% Services**  
**51% New installments**

### Flow Control (% of BA total)

**EUR 795 million**



- MRO¹ and Services
- Projects
- Valve Controls & Actuators

**83% OPEX-driven**  
**17% CAPEX-driven**

# Targeting accelerated profitable growth based on proven capabilities

Leading lifecycle value, reliability and customer experience

Growth in high-quality technologies and digital capabilities in mission-critical solutions

Market and portfolio expansion with strong operational leverage



**Accelerate  
organic growth to  
over double the  
market rate**

**Comparable  
EBITA margin 20%  
by 2030**

# Automation Solutions – Strategic growth priorities

## Energy, Process and Marine

Accelerate growth by leveraging modern technology, aligning capabilities with customer needs, and expanding the partner network to reach broader geographies and subsegments

## Pulp and Paper

Extend #1 in Pulp and Paper automation with wide digital offering; boost growth with brownfield competitor replacements

## Services

Drive strong growth by expanding installed base and advanced technology, combined value-added upgrades and AI solutions



**Accelerate  
organic growth  
to over double  
the market rate**

# Flow Control – Strategic growth priorities

## Portfolio

Target new VCA<sup>1</sup> segments and strengthen positions in core industries

## Services

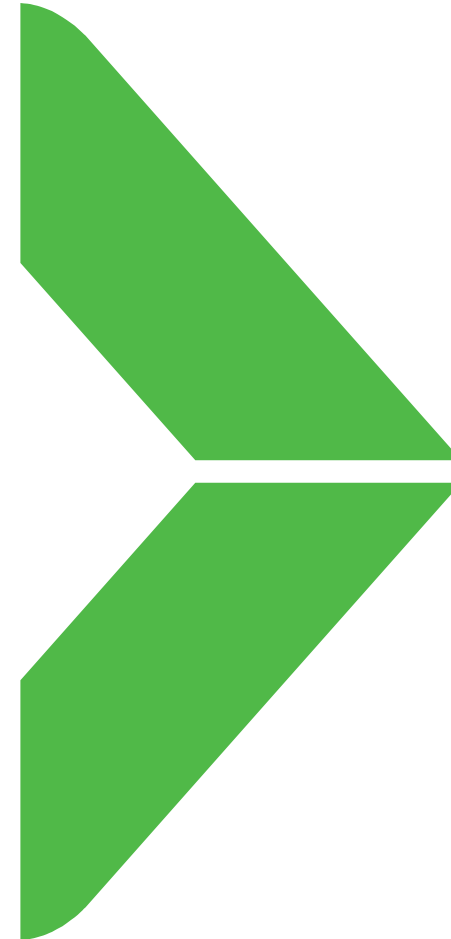
Drive aftermarket sales through increasing sales coverage and presence at sites leveraging digital capabilities

## Commercial excellence

Drive channel and partner development in all business types

## Competitiveness and availability

Enhance resilience, drive cost competitiveness and availability through supply chain and operations development



**Accelerate  
organic growth  
to over double  
the market rate**

# Accelerate organic growth to over two times market while reaching 20% Comparable EBITA by 2030

- Two business areas with market-beating growth and profitability record
- Diverse customer industries and unique Pulp & Paper position provide a strong base to expand organically and through M&A
- Mission-critical solutions drive an attractive business mix
- Competitiveness based on hard-to-acquire and differentiating assets



A man with dark hair and glasses, wearing a blue button-down shirt, and a woman with long dark hair, wearing a bright green polo shirt, are both smiling and looking towards the right side of the frame. They appear to be in a professional setting, possibly a meeting or presentation. The background is a light blue wall with a large, stylized white arrow graphic pointing to the right. A semi-transparent white rounded rectangle is overlaid on the image, containing the text.

## New 2030 financial targets reflect a step change in ambition

Katri Hokkanen, CFO

# New 2030 financial targets reflect a step change in ambition

5%

Organic net sales growth  
(CAGR) over the cycle

CAGR L10Y: ~4%

15%

Comparable EBITA  
margin

Q1 2025 LTM: 11.4%  
*Previous target: 12–14%*

20%

Comparable ROCE

Q1 2025 LTM: 13.0%  
*Previous target: at least 15%*

<50%

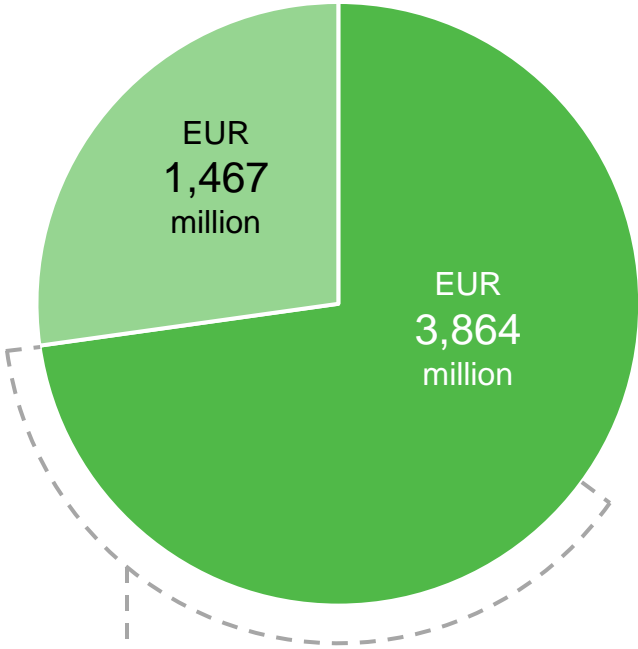
Gearing

Q1/2025: 36%

# We have two strong segments driving growth and profitability through our lifecycle approach

Q1 2025 LTM

## Net sales

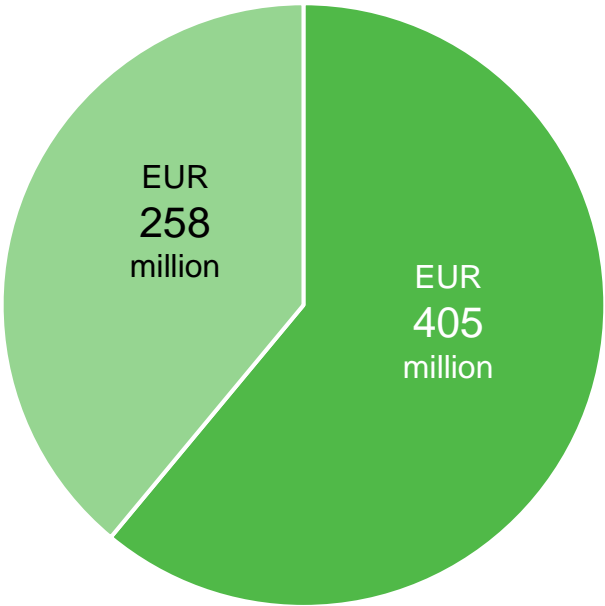


Biomaterial Services  
EUR 1,926 million

- Biomaterial Solutions and Services
- Process Performance Solutions

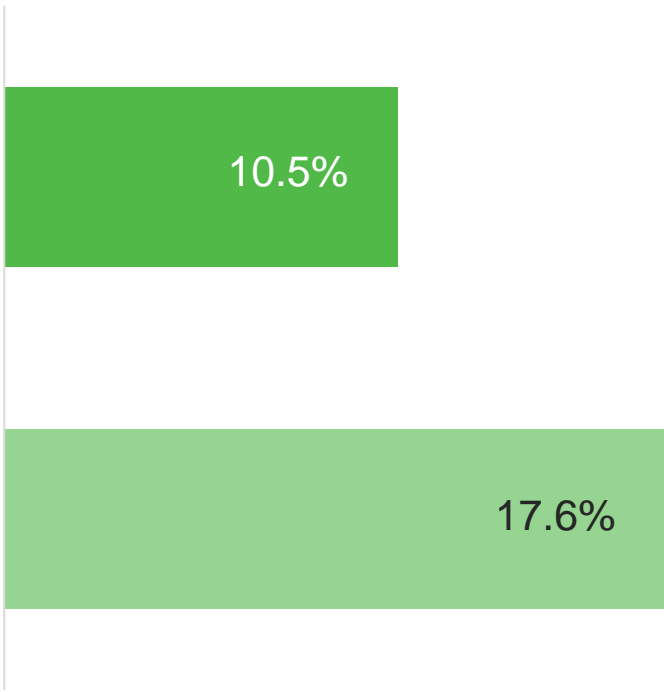
## Comparable EBITA

(excl. Other)



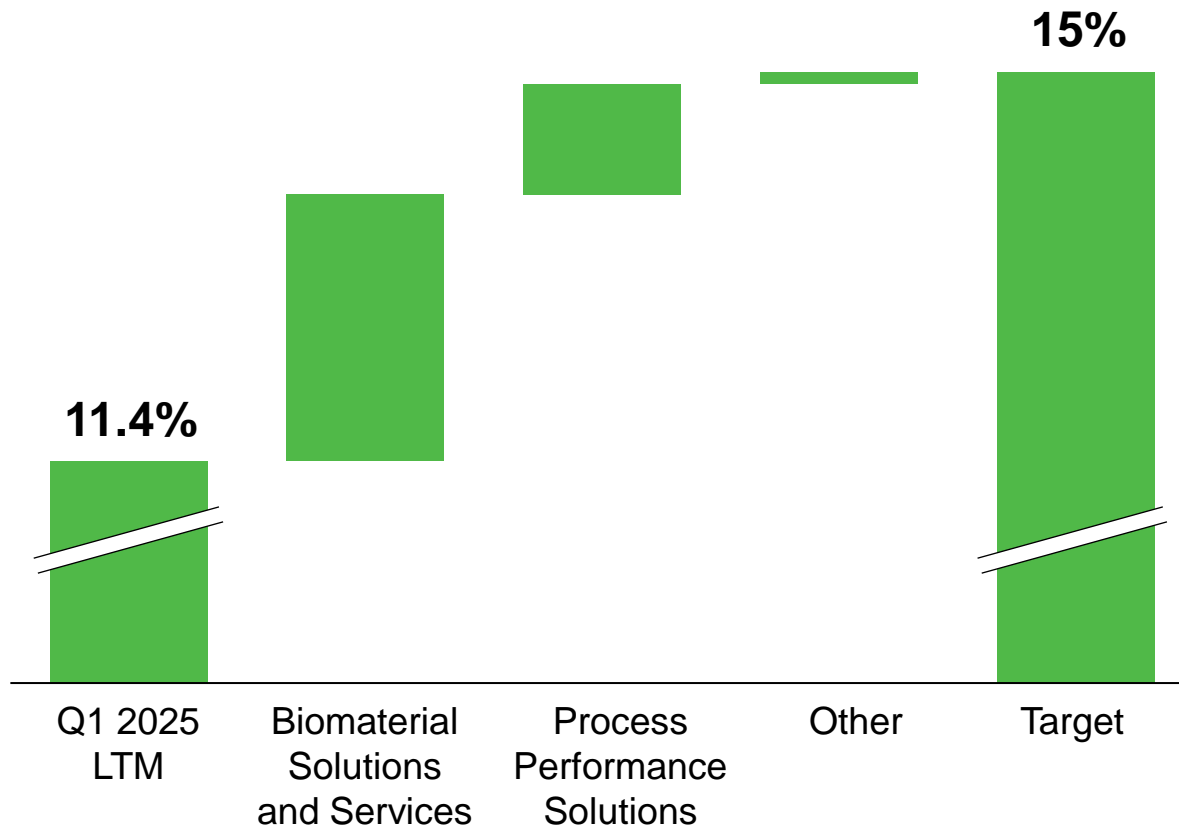
## Comparable EBITA margin

(excl. Other)



# Key actions for the segments to reach 15% Comparable EBITA

## Bridge<sup>1</sup> to 15% Comparable EBITA target



1. Indicative magnitude of key drivers.

## Biomaterial Solutions and Services

Comparable EBITA margin target 14%

1. Double the net sales growth (CAGR) in services to 8%
2. EUR 100 million savings by Global Supply
3. Renewed operating model

## Process Performance Solutions

Comparable EBITA margin target 20%

1. Accelerated organic net sales growth (CAGR) to over double the market rate
2. Renewed operating model

# Clear capital allocation priorities supporting long-term value creation

1

## Organic growth

Funding organic growth, focusing on ROCE and competitiveness

2

## Strategic M&A

Selective value-creating M&A

3

## Dividend policy

Dividend payout at least 50% of profit for the period

4

## Share buybacks

Additional capital distributed to shareholders based on balance sheet strength and capital allocation needs

## Biomaterials Solutions and Services

### Organic mandate:

Grow services and drive cost competitiveness

### M&A potential:

Limited, mainly in Biomaterial Services

## Process Performance Solutions

### Organic mandate:

Accelerate growth

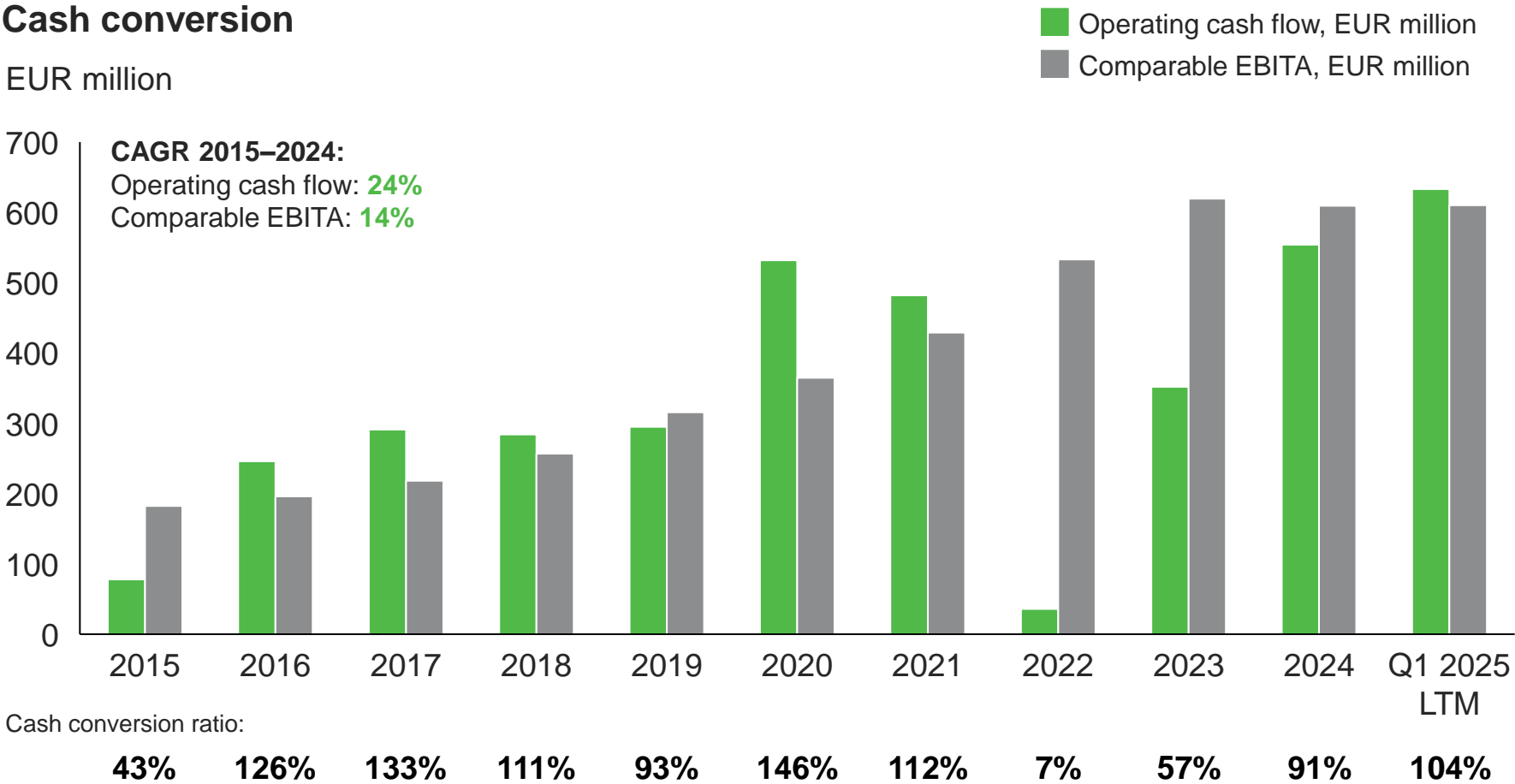
### M&A potential:

High, mainly on bolt-on acquisitions with focus on opportunities outside P&P industry

# Strong cash conversion track record with growing operating cash flow

## Cash conversion

EUR million



Average cash conversion  
L10Y 2015–2024:

**92%**

With EBITA (unadjusted): **96%**

With EBITDA: **79%**

Cash conversion calculated as Operating cash flow / Comparable EBITA



# Our cash conversion is strong also compared to other industrials

Cash conversion ratios (EBITDA) of European industrial companies, 2015–2024 (L10Y) average



Cash conversion for all peers and Valmet in the above chart calculated as Operating cash flow / EBITDA.  
Analysis on peers is based on externally available financial information from financial statements and S&P Global Market Intelligence, and should be considered indicative.  
Comparison group of European industrial companies includes ABB, Alfa Laval, Andritz, Atlas Copco, Epiroc, FLSmidth, Konecranes, KONE, Metso, Sandvik and SKF.

# New 2030 financial targets reflect a step change in ambition

- Key strategic actions to reach financial targets
- Strong performance mandates defined for our two segments
- Clear capital allocation priorities to support long-term value creation

**5%**

Organic growth CAGR over the cycle

**15%**

Comparable EBITA margin

**20%**

Comparable ROCE



➤ **Lead the Way**

➤ **Strong fundamentals**

➤ **Renewed operating model**

➤ **Mindset shift**

**5%**

Organic growth CAGR over the cycle

**15%**

Comparable EBITA margin

**20%**

Comparable ROCE

Financial targets by 2030

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