



‘Lead the Way’ strategy delivered first results:
Comparable EBITA margin increased to 11.9
percent in 2025

Financial Statements Review 2025

February 6, 2026

Thomas Hinnenskov, President and CEO

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Agenda

Financial Statements Review 2025

- 1 Q4/2025 and 2025 highlights
- 2 Financial development
- 3 Dividend proposal, guidance and short-term market outlook



Q4/2025 and 2025 highlights

2025 highlights

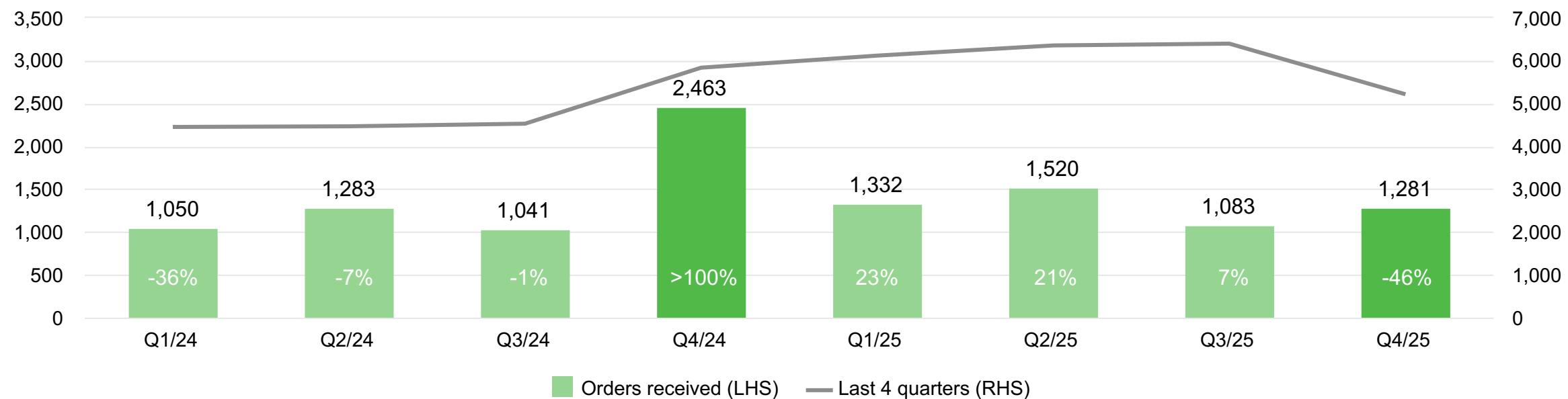
- ▶ **'Lead the Way' strategy launched in 2025** with bold, early decisions on operating model renewal ahead of the market slowdown in the second half of 2025
- ▶ **Orders received decreased organically by 9% and were EUR 5.2 billion**, a solid achievement considering the landmark pulp mill order in 2024, valued at over EUR 1 billion
- ▶ **Net sales remained flat and Comparable EBITA margin increased to 11.9%** as the actions taken earlier in our operating model renewal began to deliver savings during the second half of 2025
- ▶ **Process Performance Solutions'** Comparable EBITA margin increased to 19.6%, reflecting strong execution in 2025 and supporting our strategic direction as we invest for further growth in 2026
- ▶ **Biomaterial Solutions and Services** capitalized on strong Tissue demand and maintained stable margins despite overcapacity in packaging board and paper and a generally weak global economy
- ▶ **Cash conversion ratio remained strong** and the operating cash flow increased to EUR 581 million
- ▶ **Board's dividend proposal:** EUR 1.35 dividend per share, which represents 89% payout ratio

Q4/2025 highlights

- ▶ Orders received decreased to EUR 1.3 billion against a very demanding comparison that included the landmark Arauco project
- ▶ Subdued biomaterial services market continued as anticipated, but orders were close to last year's level when excluding the Arauco project and FX impacts
- ▶ Secured several key wins such as our largest-ever energy order for a biomass power plant in Berlin
- ▶ Comparable EBITA margin reached an all-time high of 13.3%, driven by savings from the renewed operating model under the 'Lead the Way' strategy
- ▶ Process Performance Solutions delivered another strong performance with a 21.9% margin
- ▶ Announced acquisition of Severn Group to strengthen Process Performance Solutions segment

Orders received amounted close to EUR 1.3 billion in Q4/2025

Orders received (EUR million and organic growth y/y)



- Orders received decreased in Q4/25 as expected in both segments, mainly due to the landmark pulp mill order in Q4/24
- Largest-ever energy order for BEW's biomass power plant in Berlin, including extensive service agreements secured in Q4/25
- Biomaterial services market continued to be subdued during the fourth quarter
- The market environment in Process Performance Solutions softened in Q4/2025, particularly in Pulp & Paper automation

Expanding the reach of Valmet's automation solutions

Automation for next-generation Polarstern polar research vessel

- Demonstrates the versatility of Valmet's automation far beyond traditional process industries in mission-critical marine and research platforms
- Proof of reliability in the most extreme environments on Earth, in the Arctic and Antarctic
- Strengthens Valmet's automation installed base and creates long-term recurring lifecycle revenues over multi-decade asset life
- Strengthens Valmet's position in marine automation, building on a #1–2 global position in the cruise segment
- End user: Alfred Wegener Institute (AWI), operating a flagship global climate and polar research platform
- Scope: Valmet Integrated Automation System covering machinery, power management, emergency shutdown and vibration monitoring, plus lifecycle services



Valmet will supply mission-critical automation for the new Polarstern, a next-generation polar research vessel.

Severn to strengthen Valmet's market position in mission-critical valve and valve automation solutions

Valmet to acquire Severn Group

- Leading severe service valve technologies, high-quality installed base and strong customer relationships globally
- Strong capabilities and proven track record in severe service makes Severn an excellent strategic fit
- Strengthens Flow Control's position and market share in refining and chemicals, energy and gases and metals and mining
- Supports growth outside Valmet's traditional biomaterials core
- Synergy potential through complementary offerings, expanded market reach, and increased service penetration
- Severn's revenue in 2025 is estimated to be EUR 215 million with an EBITDA margin of around 16%
- The transaction is valued at USD 480 million on a cash and debt-free basis
- The acquisition is estimated to be completed during Q2/2026



Process Performance Solutions: Comparable EBITA increased to a new record in Q4/2025

Orders received decreased as anticipated

- Orders received decreased to EUR 372 million
- Orders received decreased organically 12%
- Organic growth was impacted by a landmark Automation Solutions order from Arauco in the comparison period and overall softer market environment

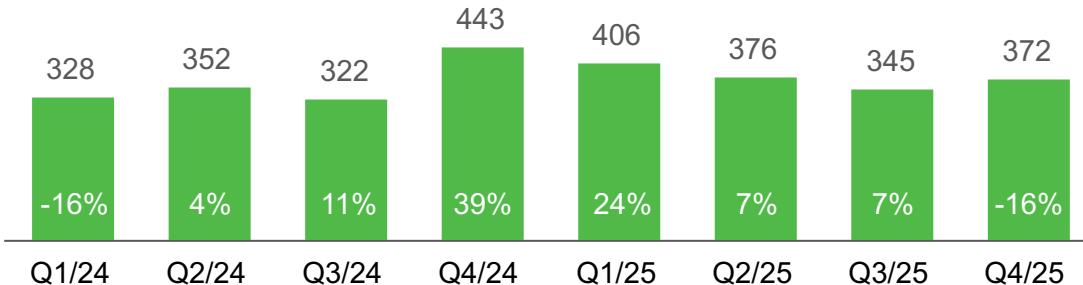
Net sales remained at the previous year's level

- Net sales amounted to EUR 410 million
- Net sales organic growth was 1%
- Organic growth was 4% in Flow Control and -2% in Automation Solutions

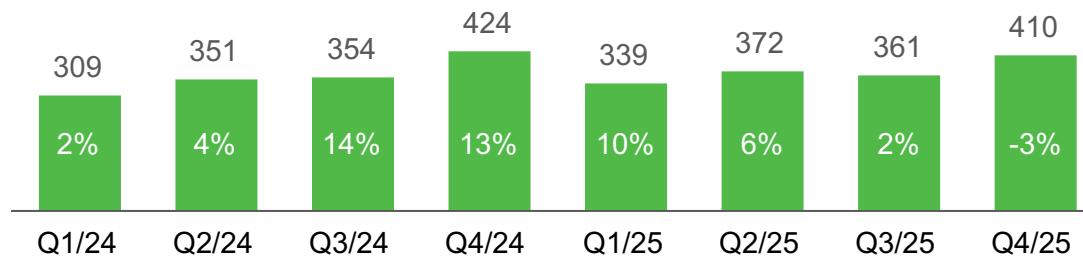
Comparable EBITA increased to a new record

- Comparable EBITA increased to EUR 90 million and margin to 21.9%
- The margin was supported by solid commercial execution, operating model efficiencies and overall disciplined cost control

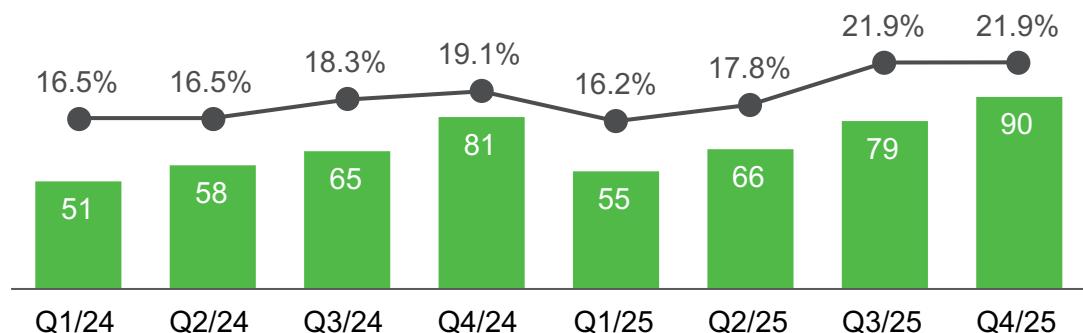
Orders received (EUR million and growth y/y)



Net sales (EUR million and growth y/y)



Comparable EBITA (EUR million and % of net sales)



Biomaterial Solutions and Services: Comparable EBITA margin supported by operating model efficiencies in Q4/2025

Largest-ever energy order secured in the fourth quarter

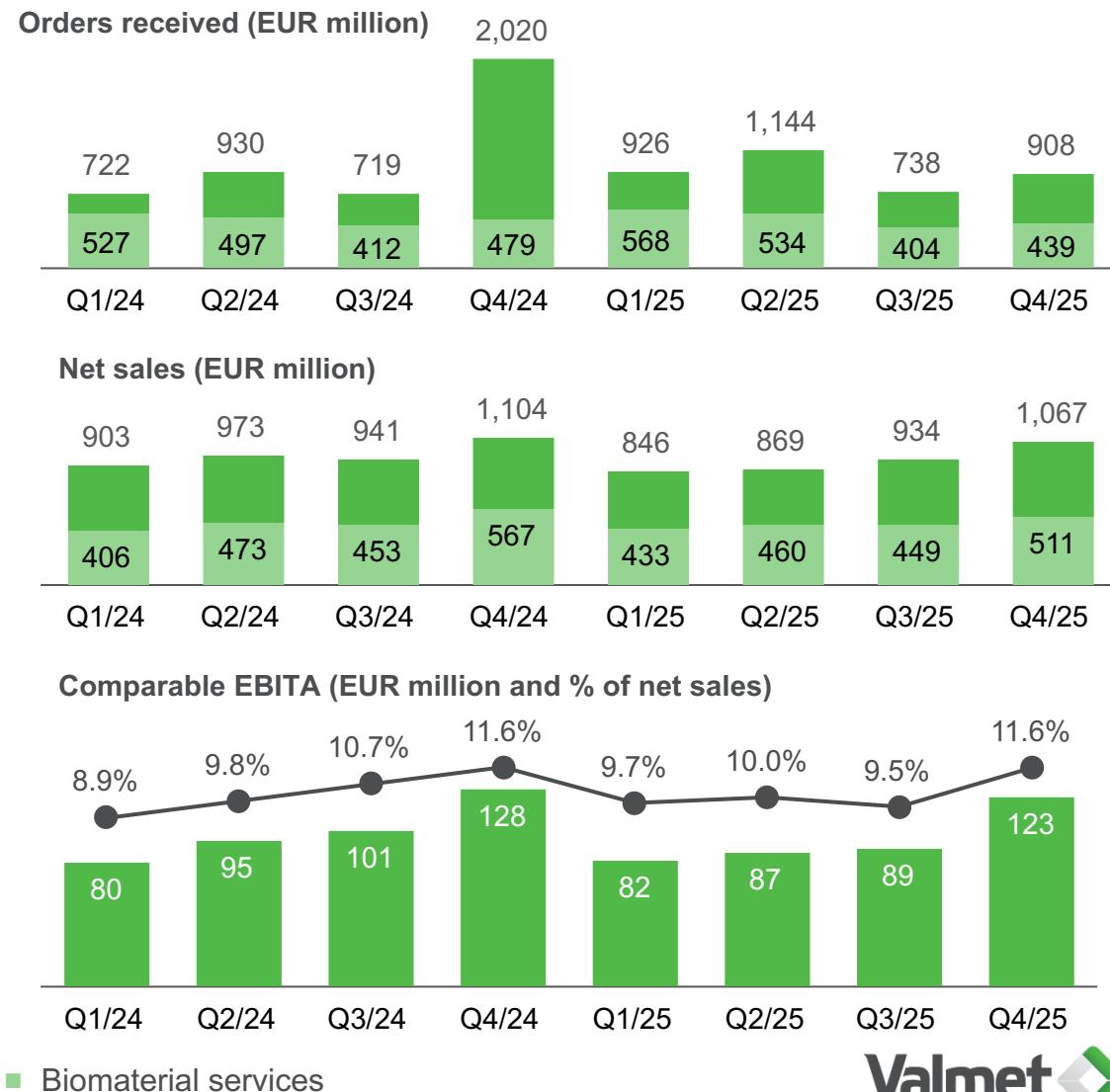
- Orders received amounted EUR 908 million
- Orders received decreased due to landmark pulp mill order in the comparison period
- Service orders decreased 5% organically
- Biomaterial services market continued to be slower compared to the high H1/25 level

Net sales remained at the previous year's level

- Net sales amounted to EUR 1,067 million
- Net sales remained at the previous year's level (-1% organically)
- Biomaterial services net sales decreased 7% organically

Comparable EBITA and margin remained at the previous year's level

- Comparable EBITA amounted to EUR 123 million and margin was 11.6%
- Biomaterial services net sales decreased, but operating model efficiencies supported the margin development of the segment

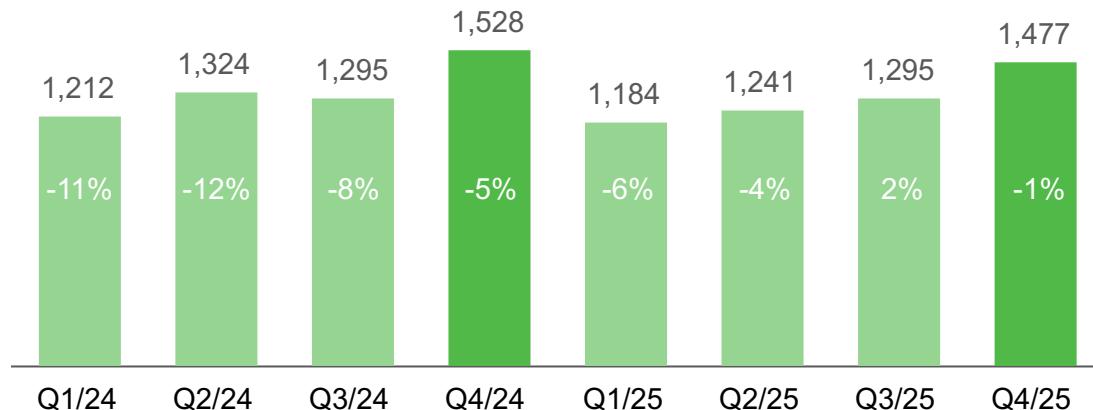




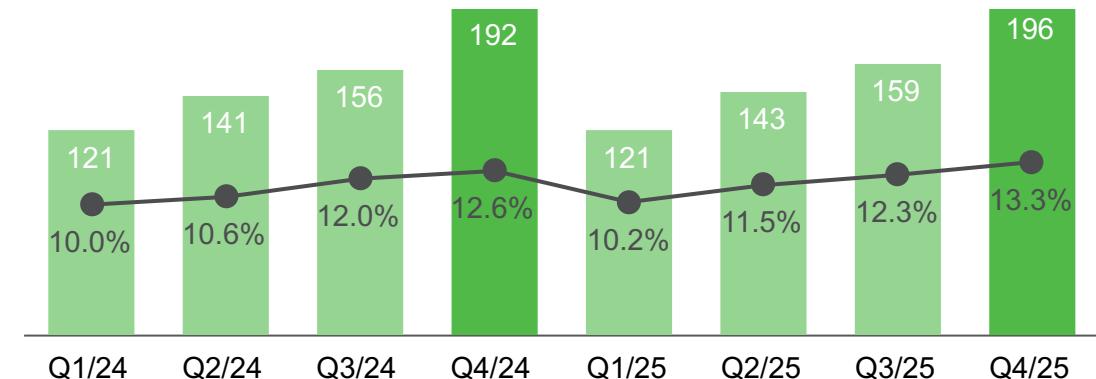
Financial development

Net sales and Comparable EBITA

Net sales (EUR million and organic growth y/y)



Comparable EBITA (EUR million and % of net sales)



Net sales amounted close to EUR 1.5 billion in Q4/2025

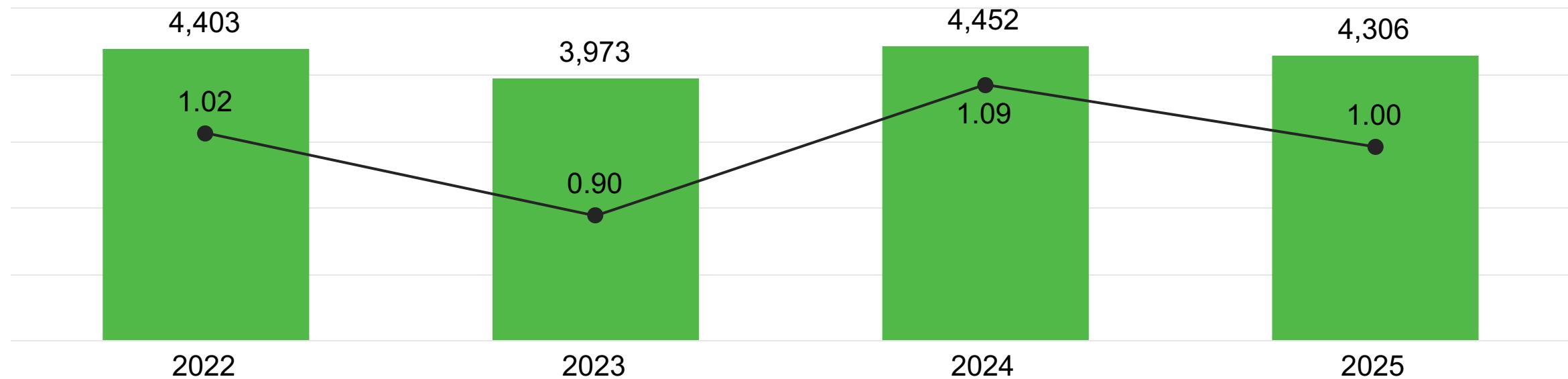
- Net sales were EUR 51 million lower than in Q4/24
- Approximately EUR 42 million negative FX impact
- Organic net sales 1% lower than Q4/2024
- Stable development organically in both segments

Record-high Comparable EBITA and margin in Q4/2025

- Comparable EBITA was EUR 196 million and margin 13.3%
- The margin increased due to cost savings from the operating model renewal

Order backlog amounted to EUR 4.3 billion at the end of 2025

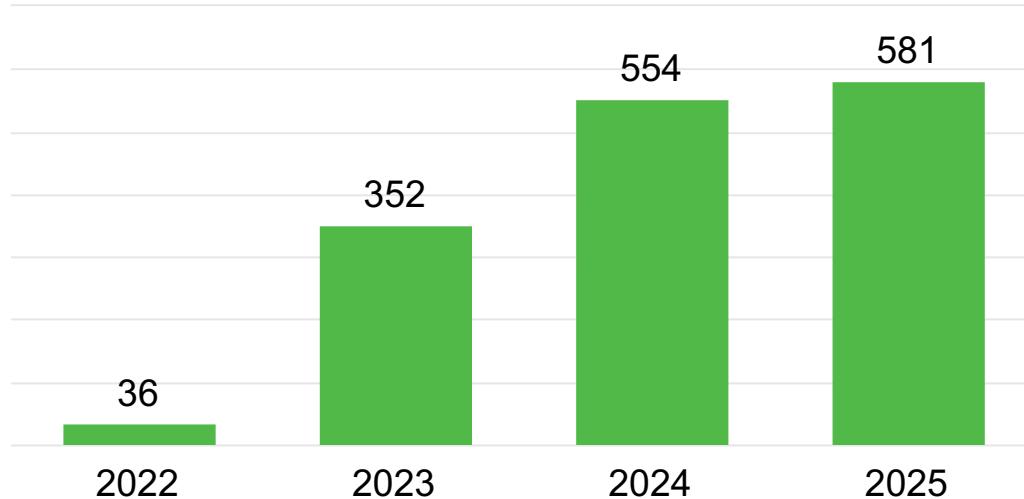
Order backlog (EUR million) and book-to-bill (orders received / net sales)



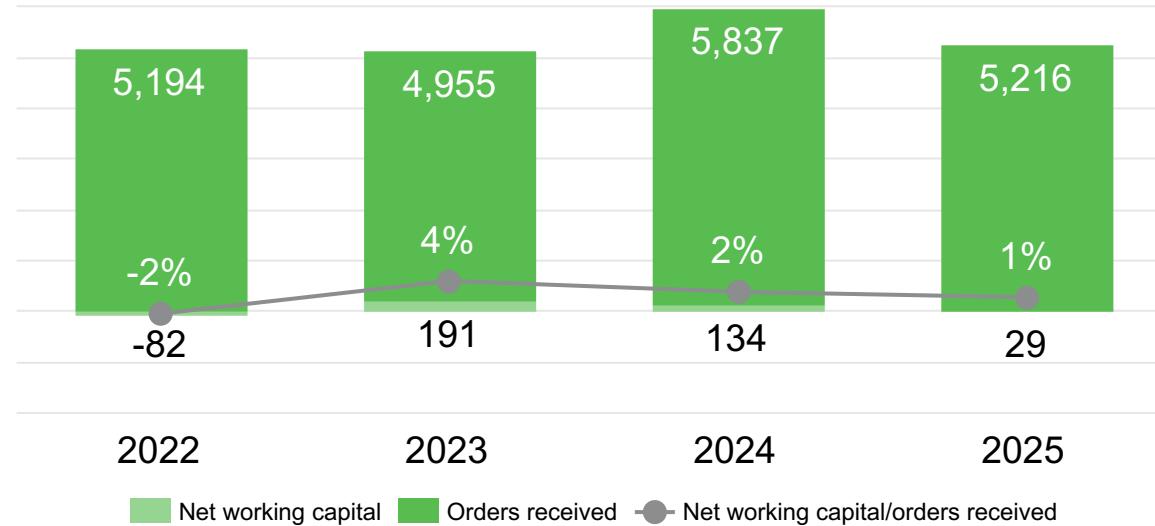
- Order backlog was EUR 146 million lower than at the end of 2024
- Based on our current delivery schedules, we expect that approximately EUR 3.1 billion of the order backlog will be recognized as net sales in 2026 (at the end of 2024, approximately EUR 3.1 billion during 2025)

Strong cash conversion ratio in line with long-term historical average

Cash flow from operating activities (EUR million)



Net working capital and orders received (EUR million)



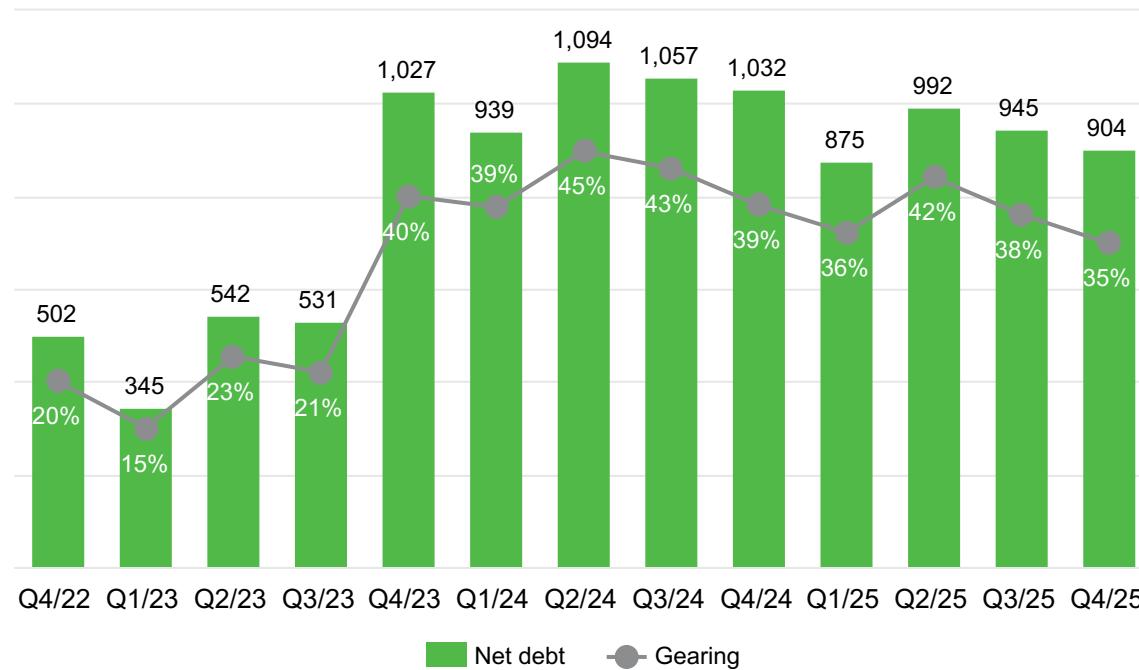
- Cash flow from operating activities amounted to EUR 189 million in Q4/2025 and EUR 581 in 2025
- Comparable cash conversion¹ ratio was 94% in 2025, in line with long-term historical average
- Net working capital decreased to EUR 29 million (EUR 134 million), which equals 1% (2%) of last 12 months orders received
- CAPEX² amounted to EUR -103 million (EUR -107 million) in 2025 and represented 2.0% of net sales

1) Comparable cash conversion ratio calculated as cash flow from operating activities / Comparable EBITA

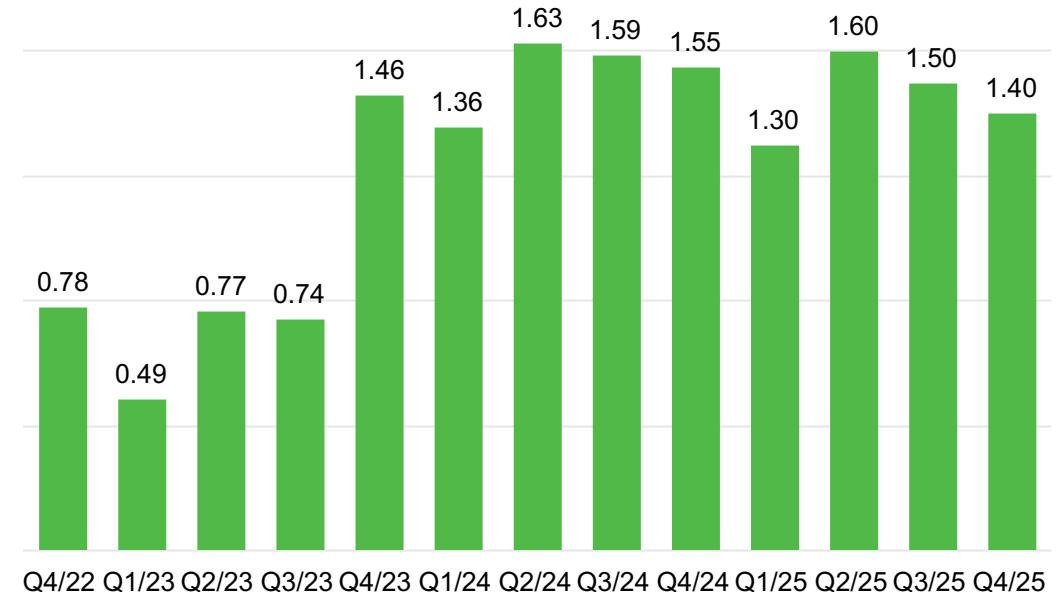
2) Excluding business combinations and right-of-use assets.

Gearing decreased from the previous quarter's level

Net debt (EUR million) and gearing (%)



Net debt to EBITDA* ratio

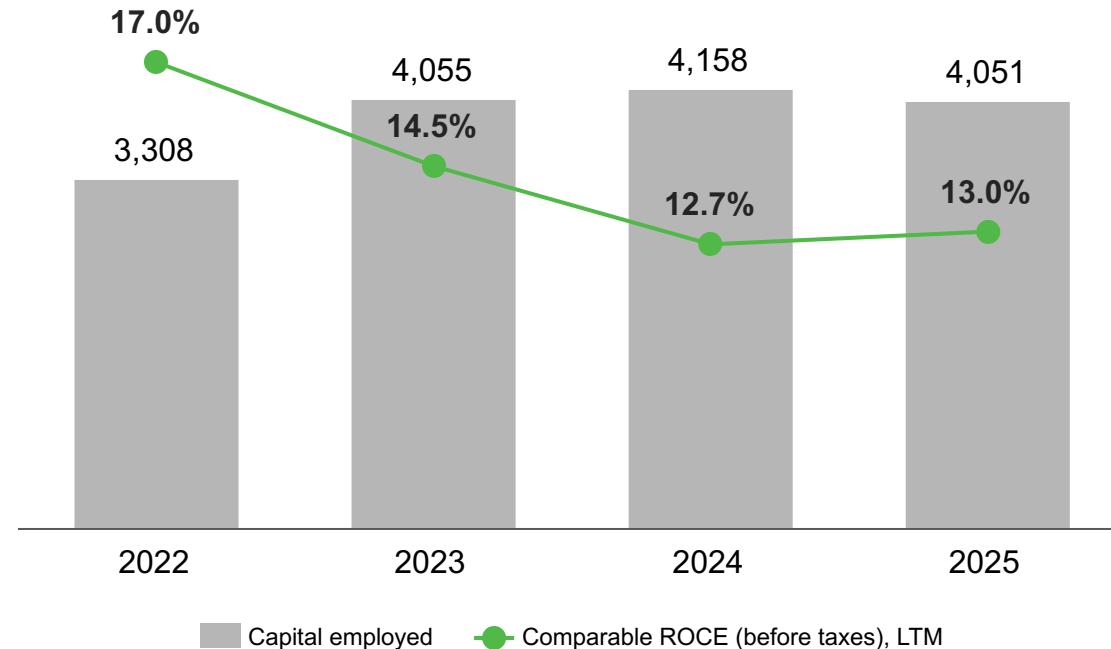


- Net debt was EUR 904 million and gearing decreased from 38% in Q3/2025 to 35% in Q4/2025
- Net debt to EBITDA* ratio decreased from 1.50 in Q3/2025 to 1.40 in Q4/2025
- The average interest rate of Valmet's total debt was 3.4% at the end of 2025 (4.0% at the end of 2024)
- Net financial expenses amounted to EUR -62 million in 2025 (EUR -65 million in 2024)

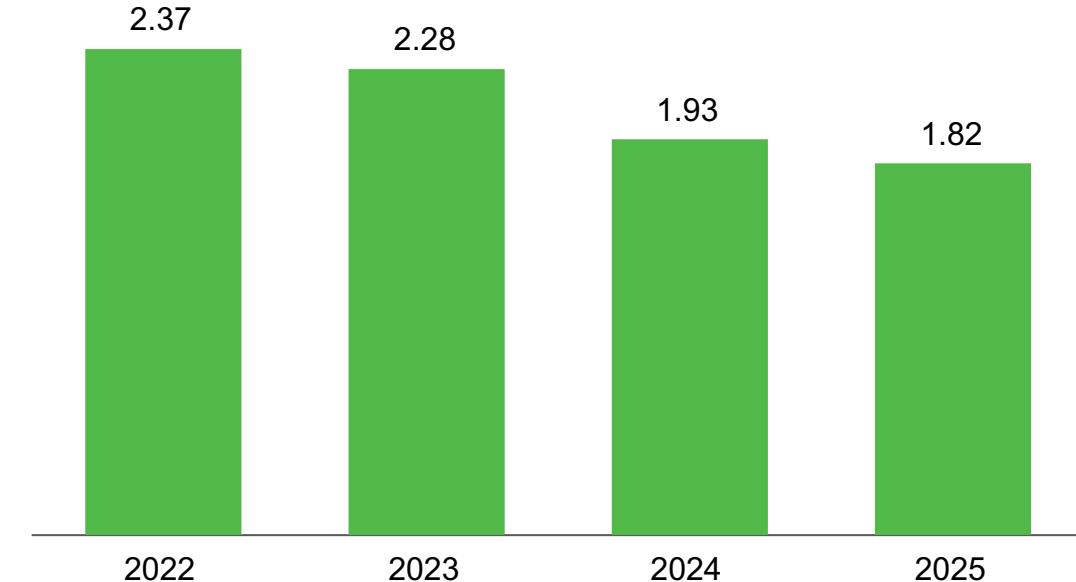
*Last twelve months (LTM) EBITDA

Capital employed, Comparable ROCE and EPS

Capital employed (EUR million) and Comparable ROCE (%)



Adjusted EPS, EUR



- The acquisitions of Analyzer Products and Integration in 2024 and Tissue Converting in 2023, and the integration of Flow Control into Valmet in 2022 have increased capital employed

- Adjusted EPS decrease was mainly related to a change in expensing of fair value adjustments recognized in business combinations, net of tax

Adjusted earnings per share is an alternative performance measure that excludes the impact of fair value adjustments arising from business combinations, net of tax.

Key figures

EUR million	Q4/2025	Q4/2024	Change	2025	2024	Change
Orders received	1,281	2,463	-48%	5,216	5,837	-11%
Order backlog ¹				4,306	4,452	-3%
Net sales	1,477	1,528	-3%	5,197	5,359	-3%
Comparable EBITA	196	192	2%	620	609	2%
% of net sales	13.3%	12.6%	0.7 pp	11.9%	11.4%	0.6 pp
EBITA	191	173	10%	534	557	-4%
Operating profit (EBIT)	167	150	11%	438	449	-2%
Profit before taxes	149	134	12 %	376	383	-2%
Effective tax rate, % ²	29.9%	26.3%	3.6 pp	25.7%	26.8%	-1.1 pp
Adjusted earnings per share, EUR ³	0.64	0.60	8%	1.82	1.93	-6%
Earnings per share, EUR	0.57	0.53	7%	1.52	1.52	0%
Comparable ROCE ⁴				13.0%	12.7%	0.2 pp
Cash flow from operating activities	189	178	7%	581	554	5%
Net debt to EBITDA ratio				1.40	1.55	-10%
Gearing ¹				35%	39%	-4.6 pp

Items affecting comparability: EUR -6 million in Q4/2025 (EUR -19 million in Q4/2024) and EUR -85 million in 2025 (EUR -53 million in 2024).

1) At end of period

2) Calculated as (income taxes during the period / profit before taxes for the period) x 100%

3) Adjusted earnings per share excludes the impact of fair value adjustments arising from business combinations, net of tax

4) Comparable return on capital employed (ROCE) before taxes



Dividend proposal, guidance and short-term
market outlook

Dividend proposal

Dividend policy

- Dividend payout at least 50% of net profit

Board of Directors' proposal to the Annual General Meeting

- EUR 1.35 dividend per share, which represents 89% payout ratio
- The dividend shall be paid in two installments

Guidance and short-term market outlook

Guidance for 2026

Guidance



Valmet estimates that net sales in 2026 will remain at the previous year's level in comparison with 2025 (EUR 5,197 million) and Comparable EBITA in 2026 will remain at the previous year's level or increase in comparison with 2025 (EUR 620 million).

Short-term market outlook for January 2026 - June 2026

Process Performance Solutions

Valmet notes that the market environment in Process Performance Solutions softened in Q4/2025. Valmet does not expect further softening from this level and anticipates the market to stabilize and improve modestly from the weaker Q4 level during the first half of 2026.

Biomaterial Solutions and Services

Uncertainty on global economic outlook remains high and continues to impact customers' decision making, capacity utilization rates and profitability levels.

Valmet expects the biomaterial services market to remain soft in the coming quarters.

It is typical that large individual investment decisions by customers can influence the overall market significantly within a single quarter.

The short-term market outlook is given for January 2026 – June 2026 compared with October–December 2025. Valmet's estimate of the expected growth rate of its key markets, based on ongoing discussions with customers and other market information. The outlook excludes normal seasonal variation in Valmet's business and should not be interpreted as guidance for Valmet's own orders received.

Q&A

Interim Review, January– March for 2026

April 28, 2026

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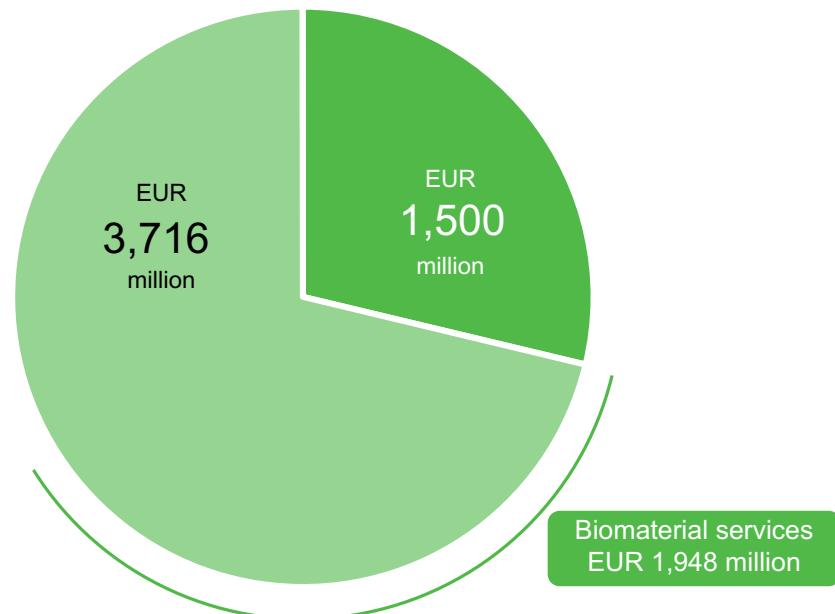
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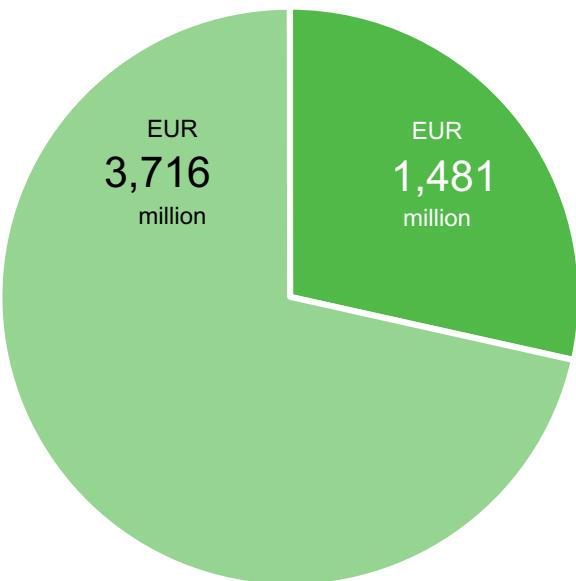
Appendix

Valmet in 2025

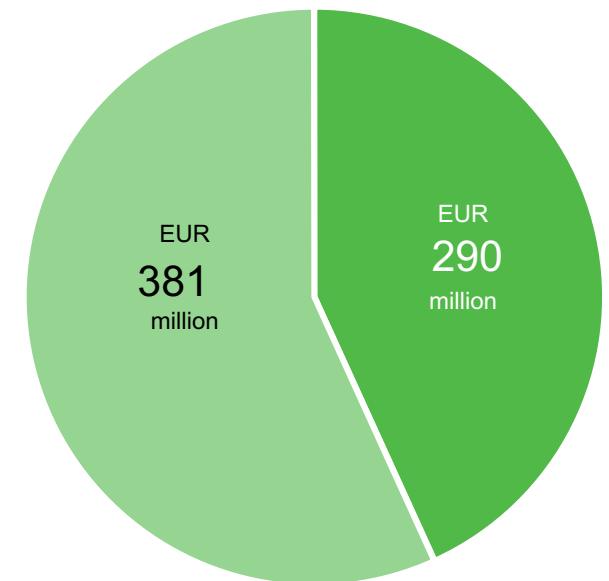
Orders received



Net sales



Comparable EBITA (excl. Other)



Process Performance Solutions

Biomaterial Solutions and Services

Process Performance Solutions

Biomaterial Solutions and Services

Process Performance Solutions

Biomaterial Solutions and Services

Orders received
EUR 5,216 million

Net sales
EUR 5,197 million

Comparable EBITA
EUR 620 million

Comparable EBITA margin
11.9%

Order backlog
EUR 4,306 million

Employees
18,487

Segment key figures

Orders received, EUR million	Q4/2025	Q4/2024	Change	2025	2024	Change
Process Performance Solutions	372	443	-16%	1,500	1,446	4%
Biomaterial Solutions and Services	908	2,020	-55%	3,716	4,392	-15%
Total	1,281	2,463	-48%	5,216	5,837	-11%

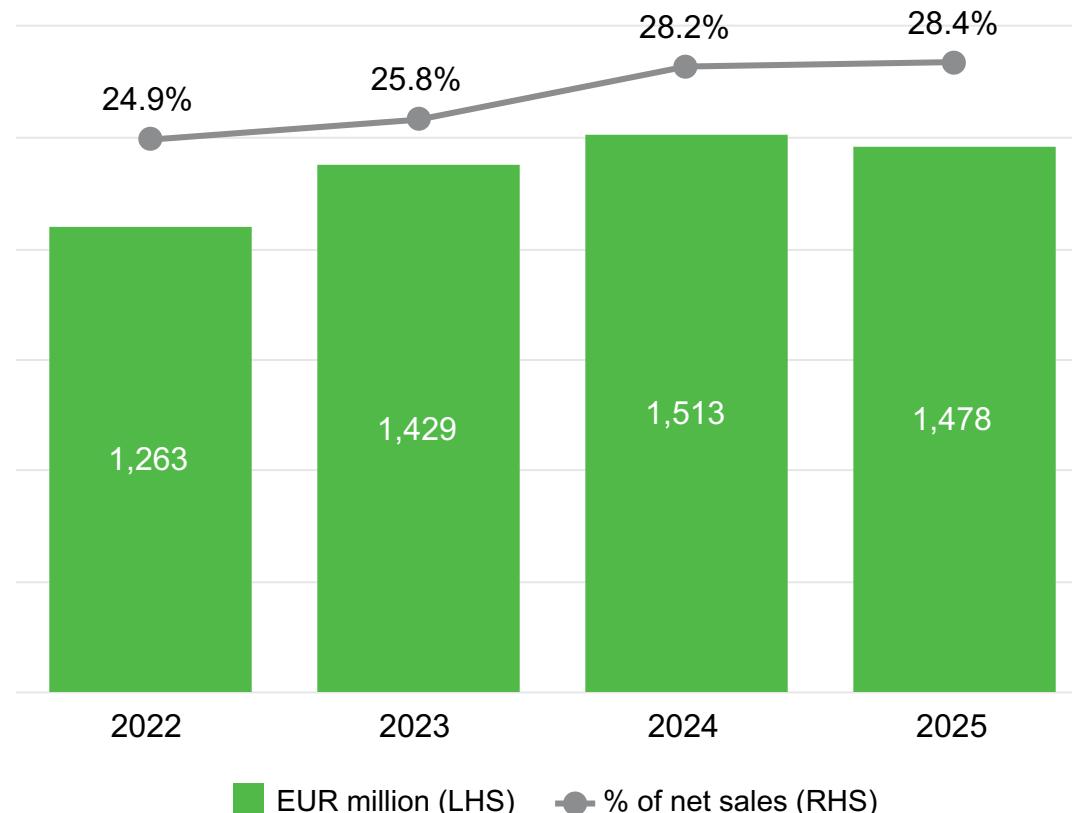
Net sales, EUR million	Q4/2025	Q4/2024	Change	2025	2024	Change
Process Performance Solutions	410	424	-3%	1,481	1,437	3%
Biomaterial Solutions and Services	1,067	1,104	-3%	3,716	3,922	-5%
Total	1,477	1,528	-3%	5,197	5,359	-3%

Comparable EBITA, EUR million	Q4/2025	Q4/2024	Change	2025	2024	Change
Process Performance Solutions	90	81	11%	290	255	14%
Biomaterial Solutions and Services	123	128	-3%	381	403	-5%
Other	-16	-17	-2%	-51	-49	4%
Total	196	192	2%	620	609	2%

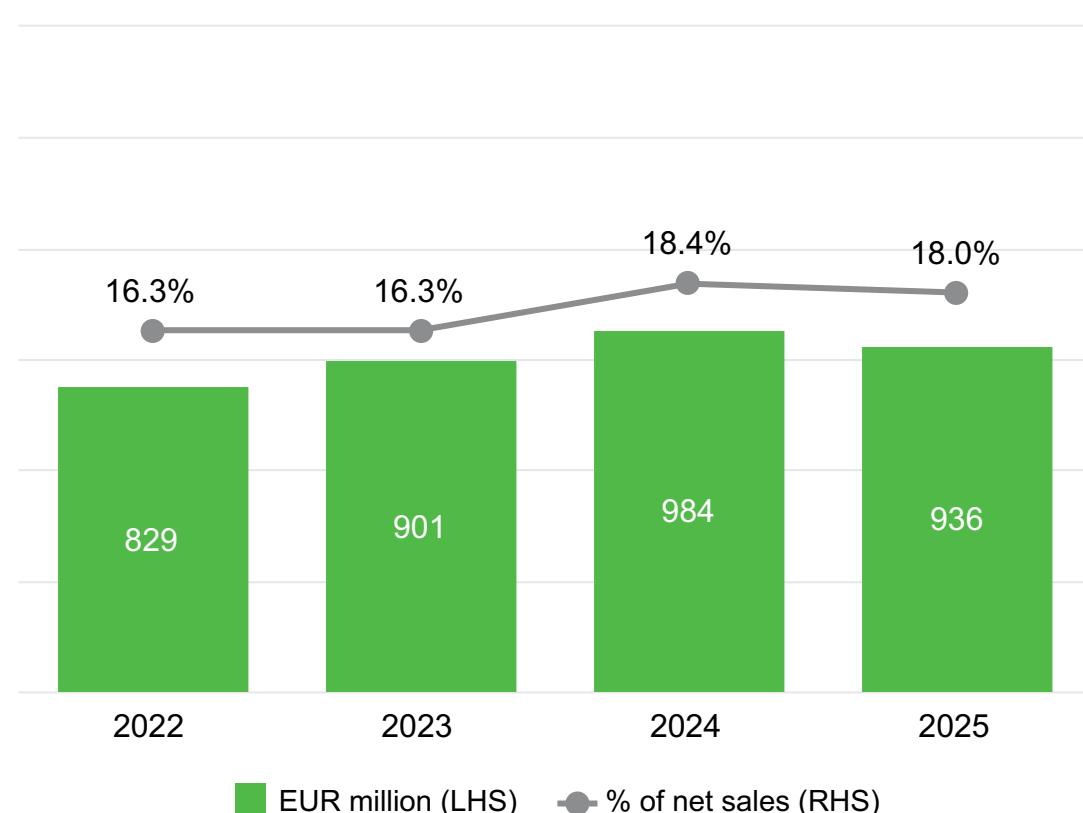
Comparable EBITA margin, % of net sales	Q4/2025	Q4/2024	Change	2025	2024	Change
Process Performance Solutions	21.9%	19.1%	2.8 pp	19.6%	17.7%	1.8 pp
Biomaterial Solutions and Services	11.6%	11.6%	0.0 pp	10.3%	10.3%	0.0 pp
Total	13.3%	12.6%	0.7 pp	11.9%	11.4%	0.6 pp

Comparable gross profit and SG&A expenses development

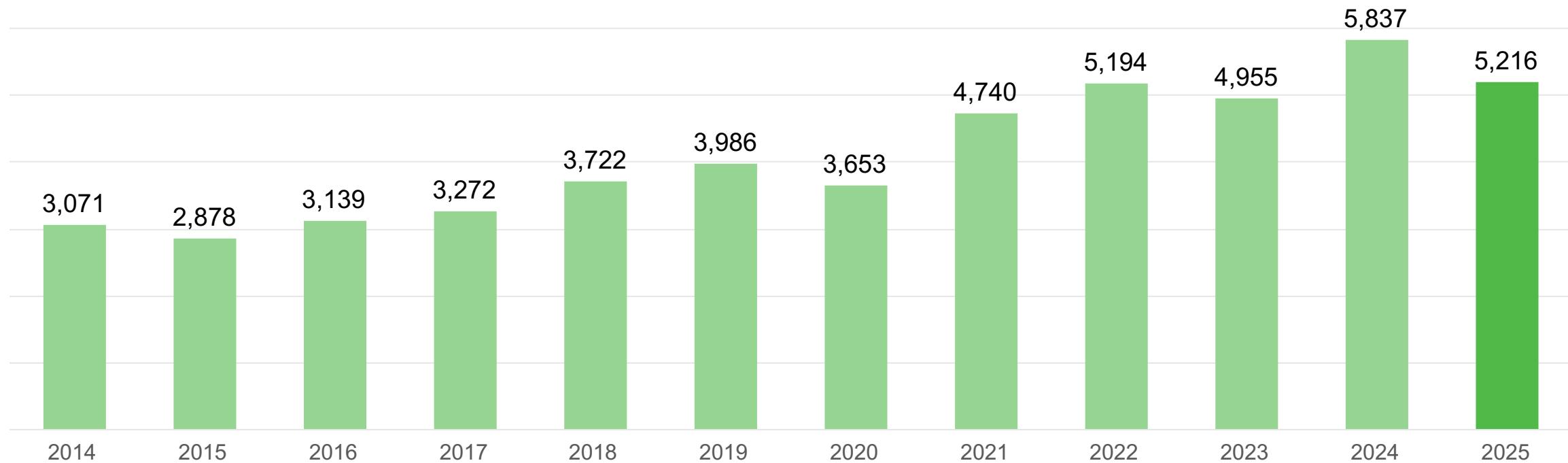
Comparable gross profit
(EUR million and % of net sales)



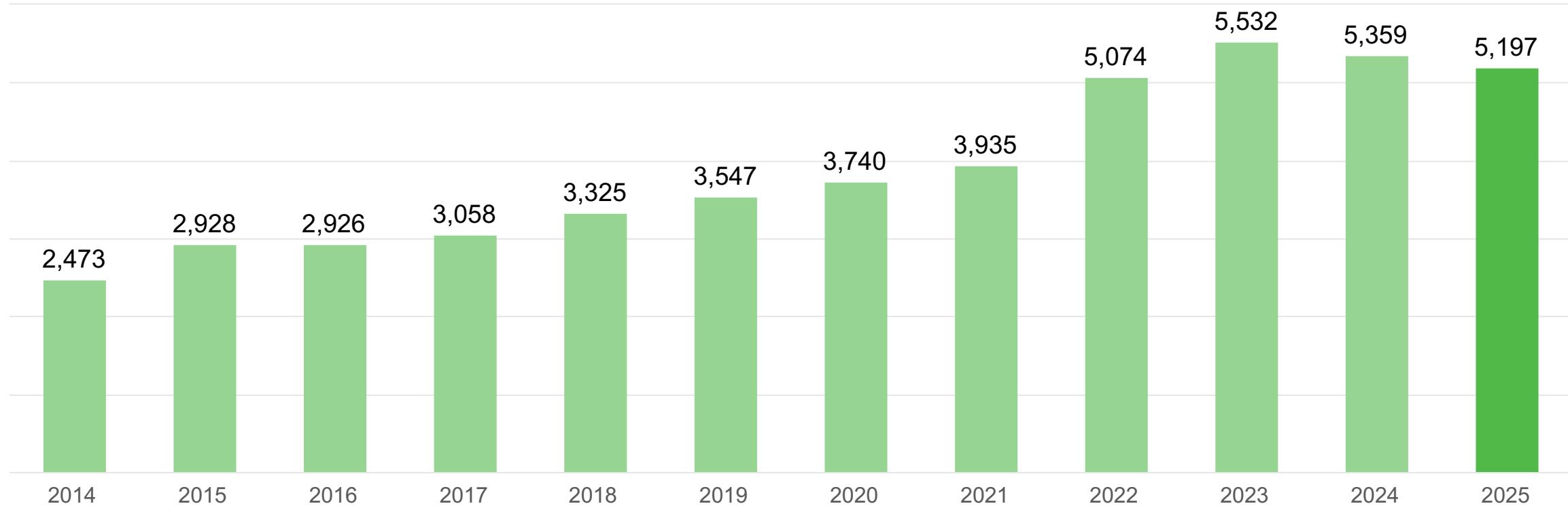
Comparable SG&A expenses
(EUR million and % of net sales)



Long-term development of Valmet's orders received, EUR million



Long-term development of Valmet's net sales, EUR million



Long-term development of Valmet's Comparable EBITA and margin

EUR million and % of net sales

