









2.350

,7671,7281,772

402

LTM = Last Twelve Months

2013 financials on a carve-out basis Automation has been consolidated into Valmet's financials since April 1, 2015, when the acquisition was completed. 2014-2020 figures have not been restated.

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Process

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Strong position in the growing market of converting renewables

Market position Market drivers

Estimated market size for current offering (EUR)

Process Technologies				Services		Automation		
#1 Board	#1 #1 Tissue Paper	#1-2 Pulp	#1-3 Energy	#1-2		#1 in pulp & paper Flow Control	#1-3 in pulp & paper Automation Systems	
	3.5 EUR bn		2.0 EUR bn	8.0 EUR 6		0.9 EUR bn	2.1 EUR bn	
demand Shift from Convers Rise in p Urbanizz Fast eco Demand Decarbo Biomass productio	ade, e-commerce and emer for packaging board m plastic packaging to renev- ions from paper to board purchasing power and living ation and improved hygiene ponomic growth in emerging r I for higher quality inization in energy production and residual waste used in on ng air emissions legislation i	wable materials standards drive ti markets on heat and process	ssue s steam	 Increasing pulp, tissue, board and Customer demand for resource effiquality and reduced environmental Customer focus on core, decreasin Closures and conversions of non-conversions 	ciency, productivity, end-product impact g own resources and outsourcing	 Aging machines and installed a Investments in new pulp and pa decarbonization Demand for raw material saving sustainability Demand for Industrial Internet b digitalization 	per production lines and industrial	
Investment highlights								
Strong position in the growing market of converting renewables Financial targets								
Unique offering combining process technology, services and automation					Net sales for Services and Automation segments to grow over two times			
	EUR 3.0 billion recurring and steadily growing stable business					the market growth		
	Services: The widest offering and strong geographical presence					Net sales for Process Technologies segment to exceed market growth		
Flow	Control: Strong an	d diversified	d offering acro	oss many process industries	Comparable EBITA: 12–14%			
Autor	mation Systems: M	laximizing e	fficiency and	safety of our customers	Comparable return on capital employed (pre-tax), ROCE: at least 15%			
Paper: World-class technology for packaging and hygiene needs						ayout at least 50% of net profit		
	Pulp & Energy: Strong business with high market share and flexible cost structure							
Syste	matically building	the future w	ith continuou	s improvement				