



Unlocking resource efficiency in Automation Solutions

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LEAD THE WAY

Transforming industries towards a regenerative tomorrow

BIOMATERIAL SOLUTIONS & 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

STRATEGY FUNDAMENTALS

Customer success Lifecycle commitment Global competitiveness Accountability

VALUES

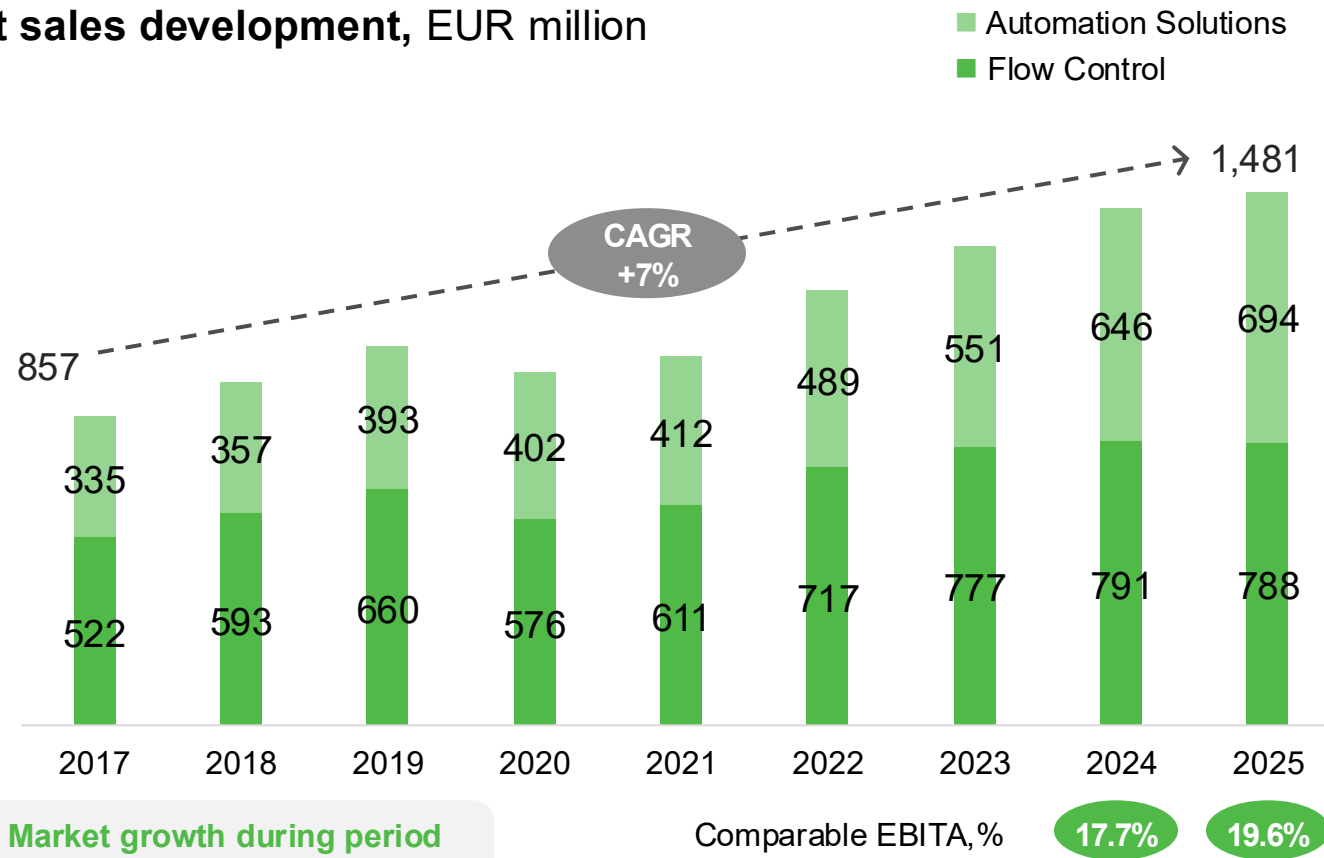
Customers Excellence Renewal People



Process Performance Solutions – Strong growth and profitability record

Automation Solutions Flow Control

Net sales development, EUR million



Market growth during period
~2–3% p.a.

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

Diversified portfolio of customer industries and geographies

Automation Solutions:

MEUR 702

Orders received in 2025

MEUR 694

Net sales in 2025

Orders received by industry

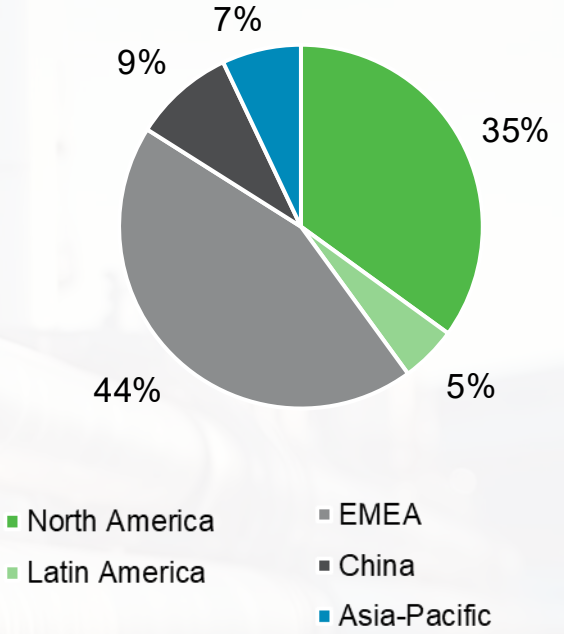
50%

Pulp & Paper

50%

Energy, Process & Marine

Orders received by area





Foundations of our profitable growth

Unique leadership position in P&P

providing solid base and
development environment

Diversified and attractive portfolio

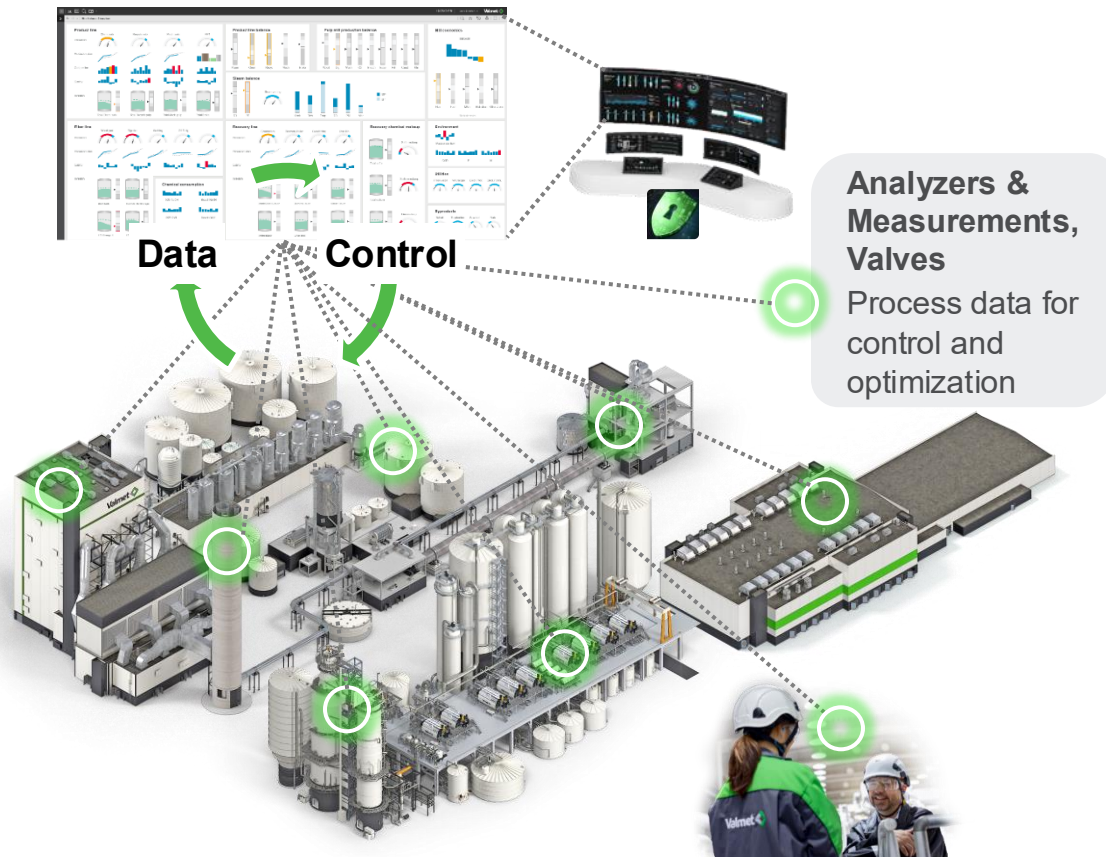
of customer industries
with strong positions

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



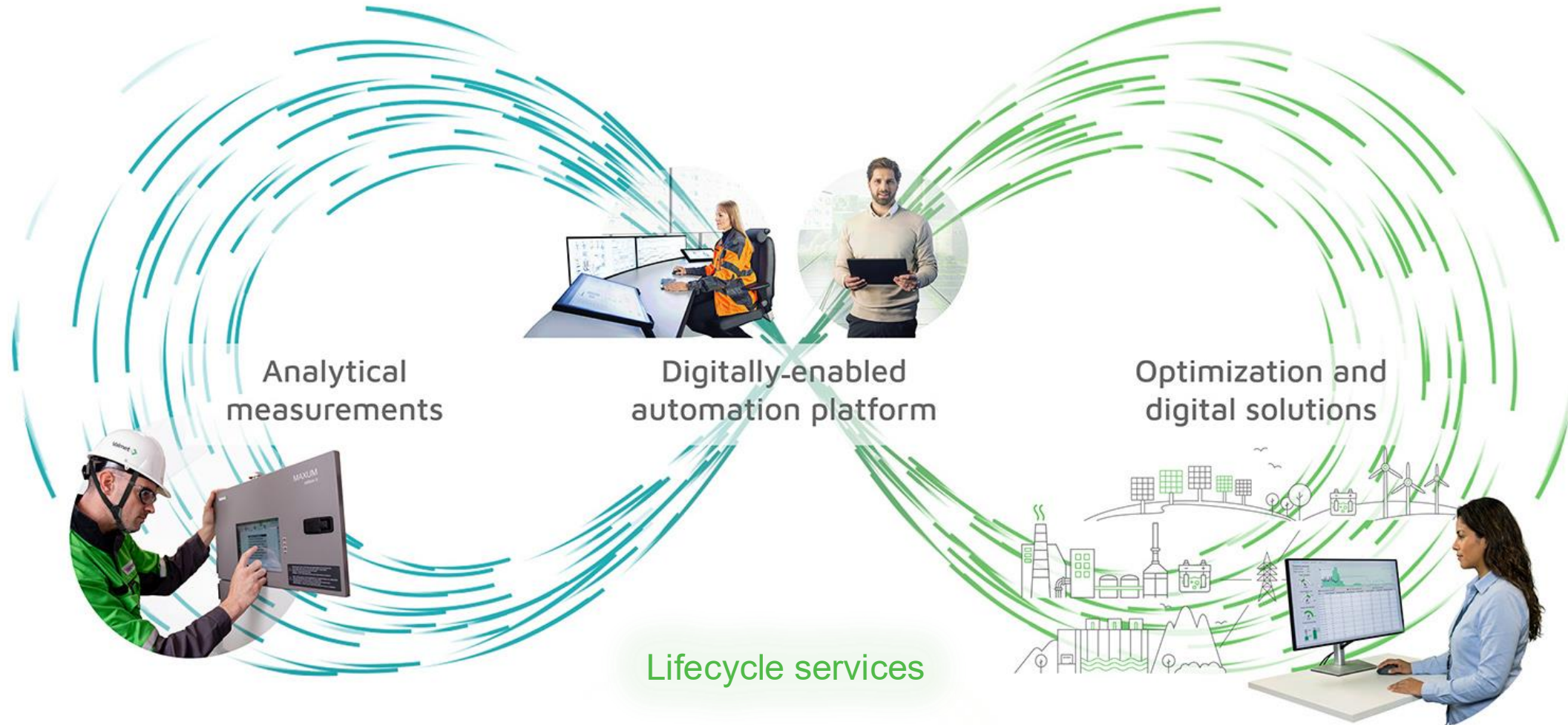
Process Performance Solutions:

- 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:

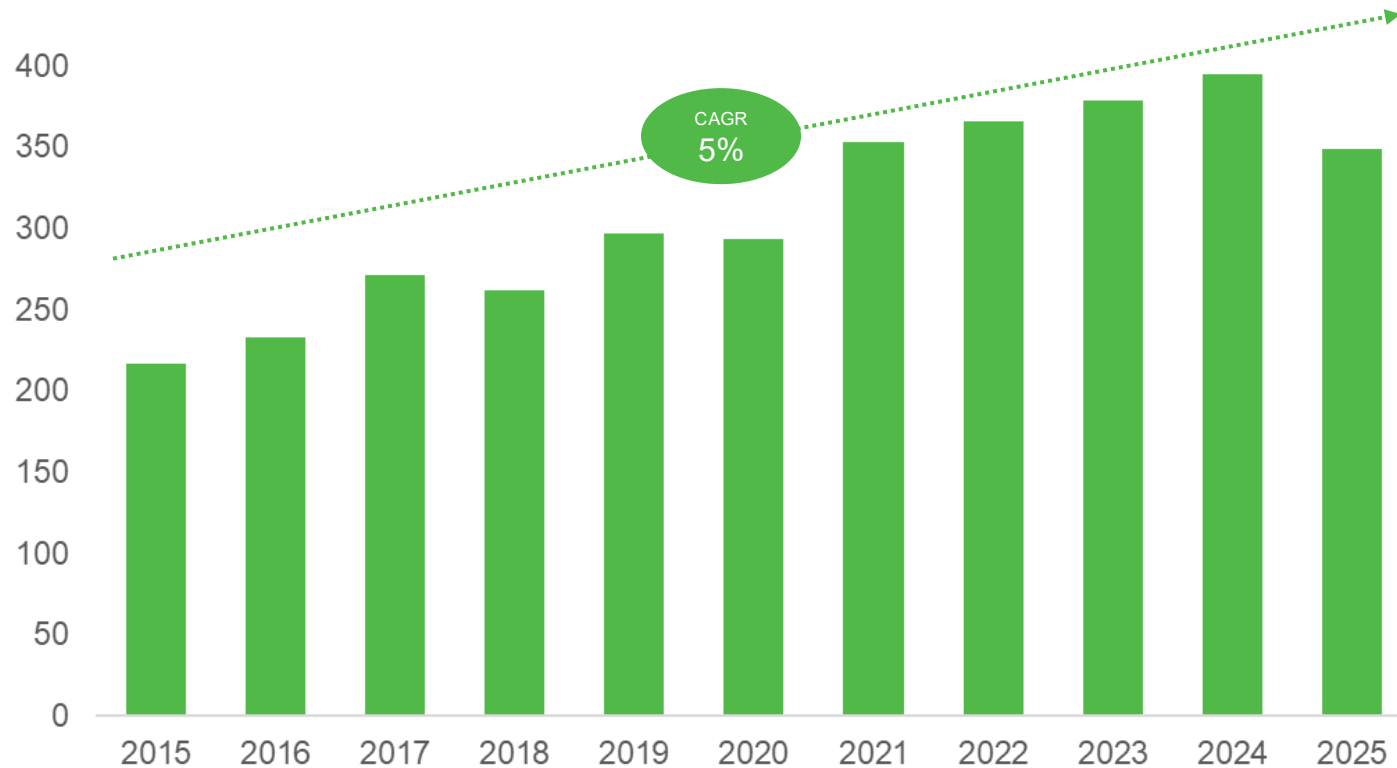
- Unparalleled integrated service model to improve reliability and efficiency in customer processes and operation

Unlocking resource efficiency



Growth in Pulp and Paper industry more than twice the market growth

Orders received
(EUR million)

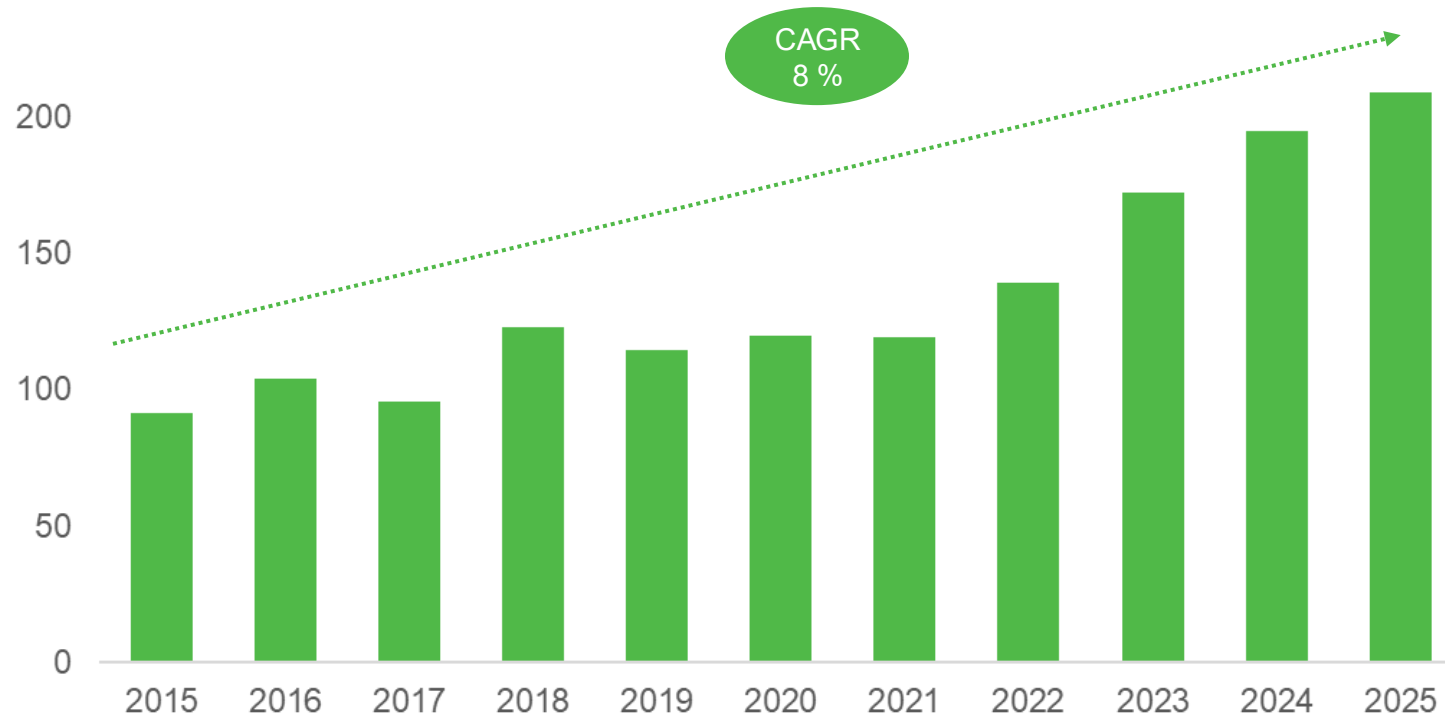


Key drivers:

- Customers investing in improving their operations and digital capabilities
- Unparalleled offering and capability combining automation with process technology, services and valves
- Growth in life cycle & value-adding services
- Aging competitor installed base

Solid growth in Energy and Process industry

Orders received
(EUR million, excl. API)



Key drivers

- Market share growth in Marine
- Sustainability investments (energy, chemicals)
- Further digitalization of process industry
- Expanding target market via technology development and global presence
- Growth in lifecycle services and value-adding services

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



We are an industry leader 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

2,400

Experts in our global team

630

Own operations professionals

590

Service engineers

in **37**

countries

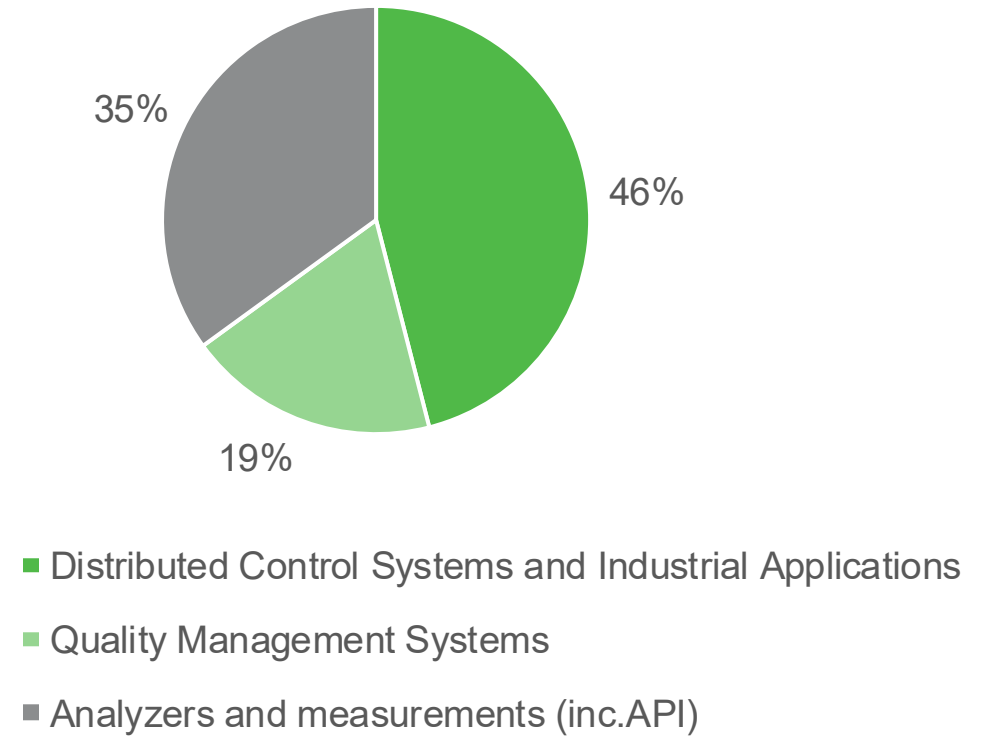
7,000+

Individual customers

Greenfields & competitor replacements and services



Orders received by product, 2025



Strong services business



- Large installed base and a captive business model
- High-level technology and know-how business with high barriers to entry
- Customers have less own maintenance resources and need to improve process quality and performance

Leading in mission-critical solutions with sustainable advantages



High technology	Strong customer references, approvals, and credibility	Service capabilities and presence close to customers	Digitalization capabilities	Lifecycle value guaranteed
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

Lead the Way strategy: 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**

Valmet Process Performance Solutions Segment

- 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

Accelerate organic growth to over **2x** market while reaching **20% Comparable EBITA** by **2030**

