

The image shows two men in an industrial setting. The man on the left is wearing a white hard hat with the Valmet logo, glasses, and a green safety vest over a dark jacket. He is pointing towards a piece of machinery. The man on the right is wearing a yellow hard hat, safety glasses, and a high-visibility orange and yellow safety vest over a dark suit. The background is a complex industrial environment with metal structures and equipment. A large white graphic element is overlaid on the left side of the image, containing the Valmet logo and text.

Valmet

Valmet – unique offering with  
process technology, automation  
and services

Roadshow presentation  
December 2016

# Agenda

## Valmet roadshow presentation

1 Valmet in brief

2 Investment highlights

3 Financials

4 Conclusion



# Valmet in brief

# Key figures during the last 12 months

Stable business net sales EUR 1.4 billion

**Orders received**  
EUR 3,075 million

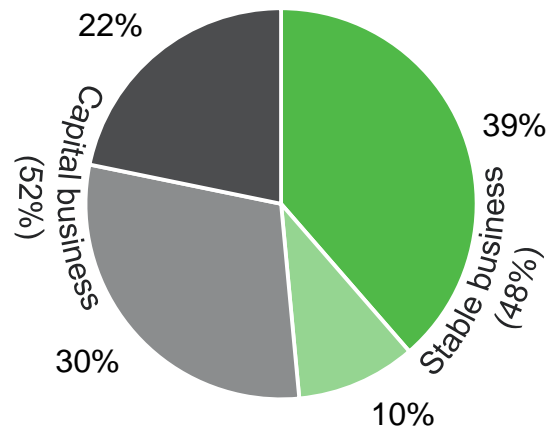
**Net sales**  
EUR 2,995 million

**Comparable EBITA**  
EUR 202 million

**Comparable EBITA margin**  
6.8%

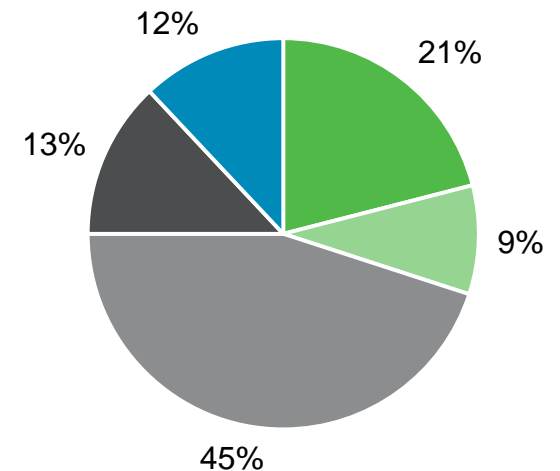
**Employees** (on Sep 30, 2016)  
12,138

Net sales by business line



- Services
- Automation
- Pulp and Energy
- Paper

Net sales by area

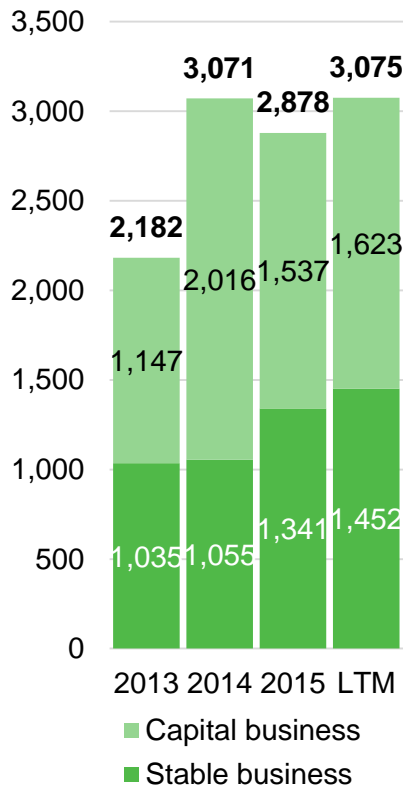


- North America
- South America
- EMEA
- China
- Asia-Pacific

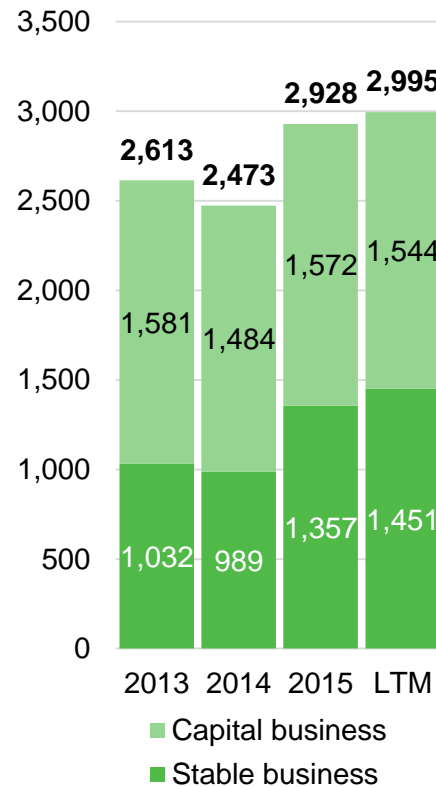
Last twelve months refers to period October 1, 2015 – September 30, 2016  
 Stable business = Services and Automation business lines  
 Capital business = Pulp and Energy, and Paper business lines

# Valmet's development

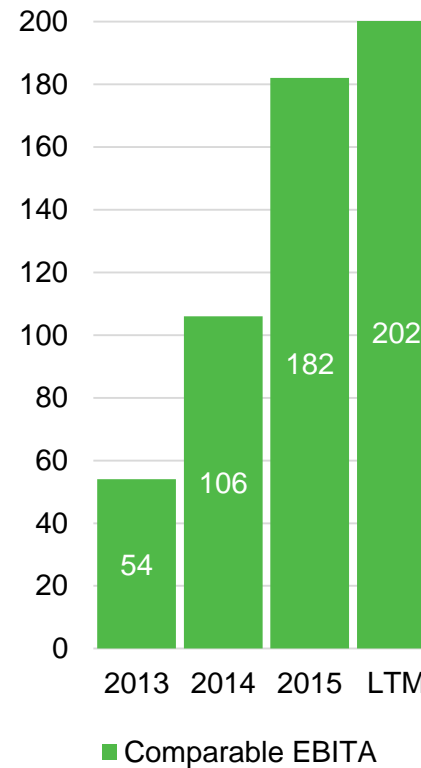
Orders received  
(EUR million)



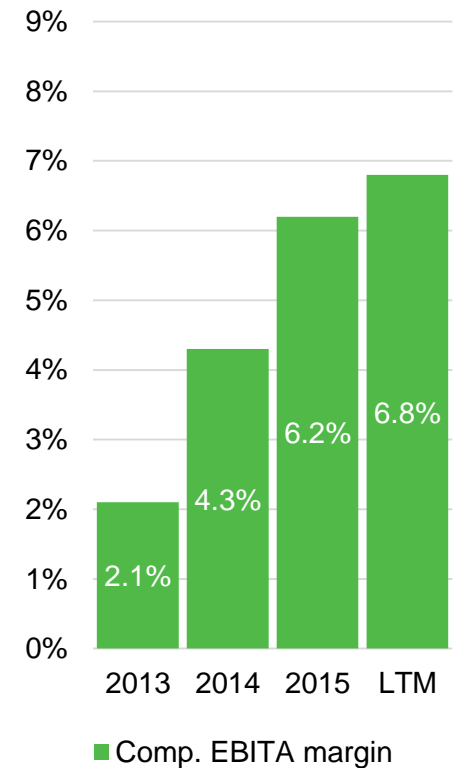
Net sales  
(EUR million)



Comparable EBITA  
(EUR million)



Comp. EBITA margin  
(%)



2013 figures on carve-out basis  
LTM = Last twelve months (October 1, 2015 – September 30, 2016)

# Our four business lines serve the same customer base



#1-2

## Services

Mill and plant improvements, roll and workshop services, parts and fabrics, and life-cycle services



#1-3

## Automation

Supplies and develops automation and information management systems, applications and services



#1-3

## Pulp and Energy

Technologies and solutions for pulp production, power generation, and biomass conversion



#1

## Paper

Technologies and solutions for board, tissue, and paper

# Strong, global presence is a good platform for growth

Over 120 service centers, 86 sales offices, 34 production units, 16 R&D centers

## North America

- 17 service centers
- 7 production units
- 8 sales offices

 1,294

## China

- 8 service centers
- 6 production units
- 3 sales offices

 1,799

## South America

- 3 service centers
- 2 production units
- 5 sales offices

 536

## EMEA

- 16 R&D centers
- 63 service centers
- 21 production units
- 54 sales offices

 7,819

## Asia-Pacific

- 10 service centers
- 16 sales offices

 690

# Process technology, services and automation

Valmet's unique offering differentiates the company from its competitors





# Significant, customer focused research and development work

## R&D focus areas

- Advanced and competitive technologies and services
- Raw material, water and energy efficiency
- Promotion of renewable materials

**16**

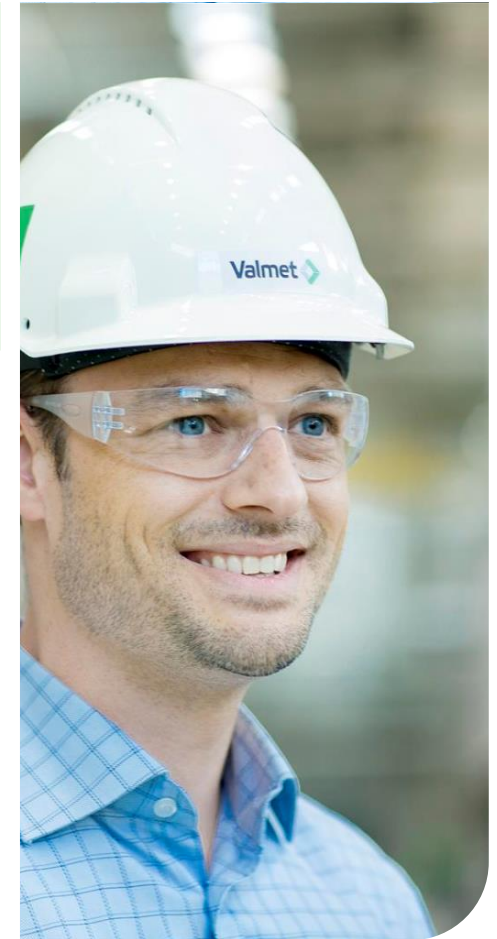
research and  
development  
centers

EUR **65** million

investment in  
R&D during last  
12 months

**~1,500**

protected  
inventions



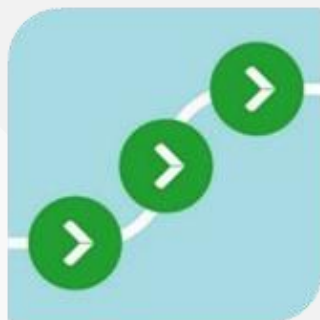
# Sustainability360° agenda

Contributing to business growth

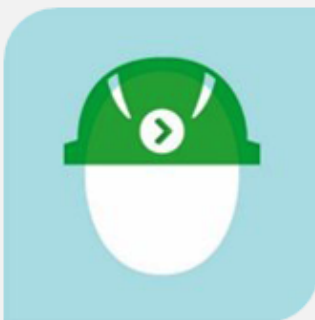
MEMBER OF  
**Dow Jones  
Sustainability Indices**  
In Collaboration with RobecoSAM



**CLIMATE**



Sustainable supply chain



Health, safety and environment (HSE)



People and performance



Sustainable solutions



Corporate citizenship

## Recent achievements in sustainability

- Inclusion in the Dow Jones World Sustainability Index (DJSI) for the third consecutive year and in CDP's Climate A List for actions and strategy to mitigate climate change
- New action plans for sustainability agenda for 2016–2018 defined
- Global process for managing suppliers' sustainability performance – already 90 supplier audits done globally
- Continued focus on safety management resulting in declining LTIF<sup>1</sup> (2.5 vs. 3.5 a year ago)

1) LTIF (Lost time incident frequency rate) refers to the number of workplace injuries resulting in absence of at least one workday per million hours worked (own employees).

# New financial targets from 2017 onwards

## Growth



- Net sales for stable business to grow over two times the market growth
- Net sales for capital business to exceed market growth

## Profitability



- Comparable EBITA: 8–10%

## ROCE



- Comparable return on capital employed (pre-tax), ROCE<sup>1</sup>: 15–20%

## Dividend policy



- Dividend payout at least 50% of net profit



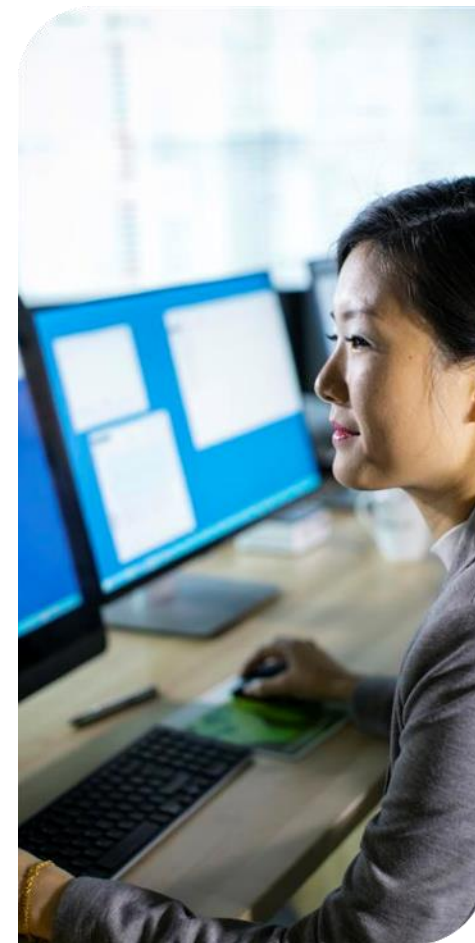
1)  $ROCE \text{ (pre-tax)} = (\text{profit before taxes} + \text{interests and other financial expenses}) / (\text{balance sheet total} - \text{non-interest-bearing liabilities})$



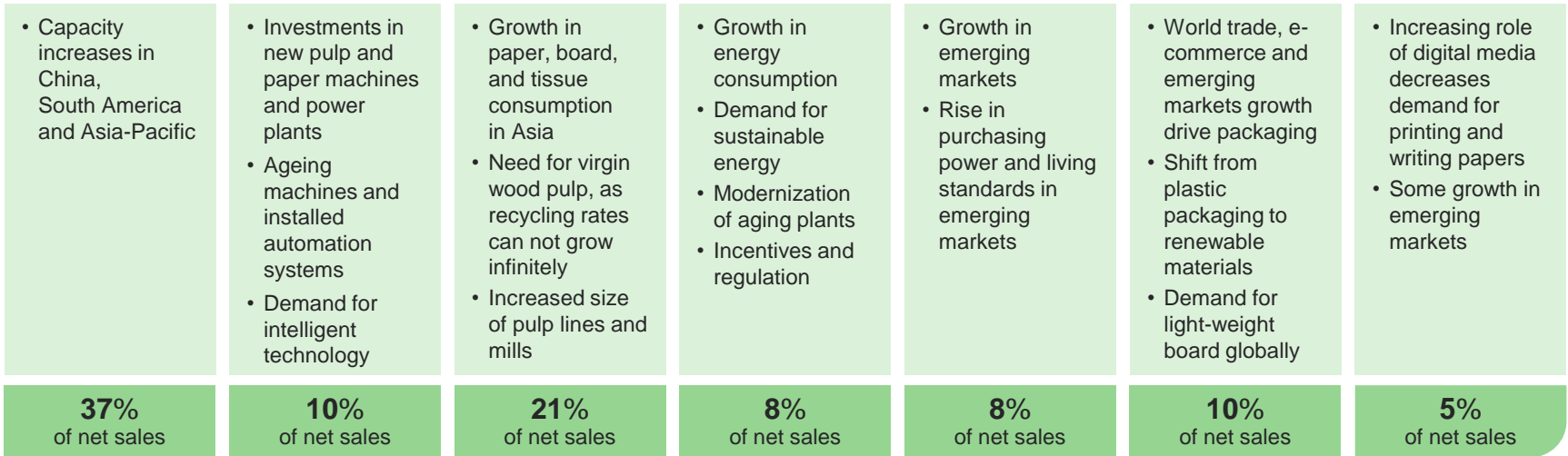
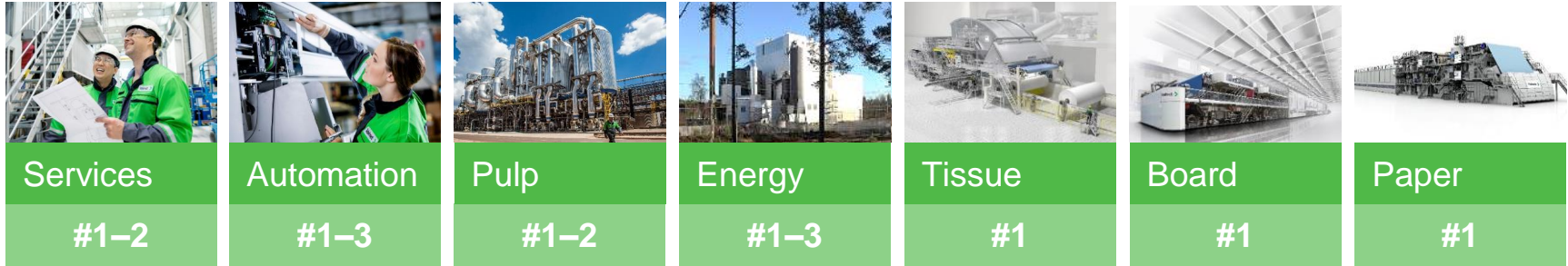
# Investment highlights

# Investment highlight summary

- 1 Strong market position in markets that grow**
- 2 Stable business, with EUR 1.5 billion of net sales, offering stability, growth and profitability**
- 3 Capital business, with flexible cost structure, offering growth and profitability potential**
- 4 Continuous systematic development**
- 5 Technology leader with unique offering**



# Strong market position in markets that grow

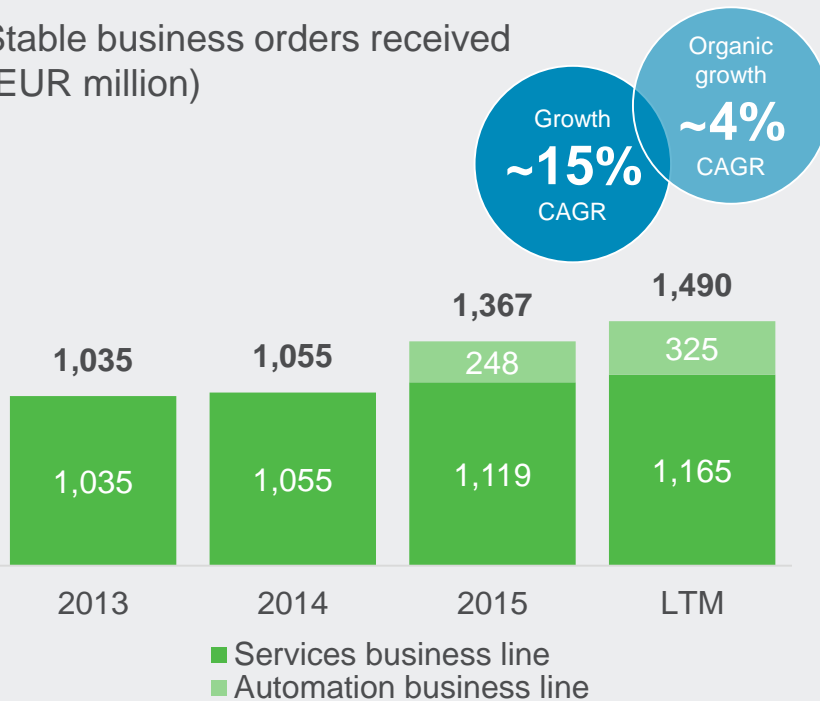


● Anticipated long-term market growth   ● Estimated market size for current offering (EUR)   ■ Market drivers   ■ % of net sales (Q3/15-Q2/16)

Source: Leading consulting firms, RISI, management estimates

# Stable business, with EUR 1.5 billion of net sales, offering stability, growth and profitability

Stable business orders received (EUR million)



## Key potential in stable business

- Valmet Way to Serve
- Industrial Internet

## Services

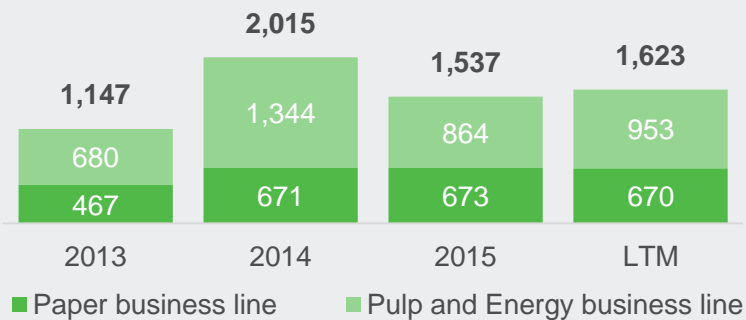
- Strengthening the presence close to customers
- Continuous flow of new products

## Automation

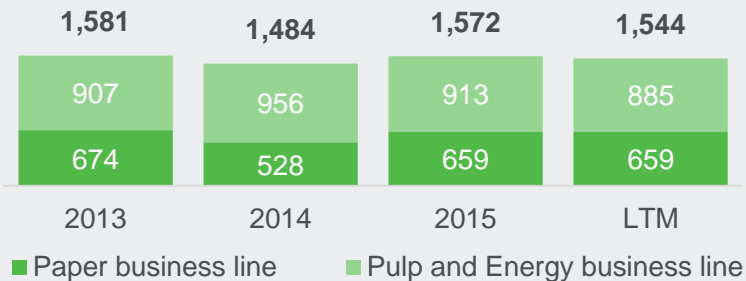
- Market share increase via competitor replacements in Automation
- Capitalizing Valmet level synergies

# Capital business, with flexible cost structure, offering growth and profitability potential

Orders received (EUR million)



Net sales (EUR million)



## Key potential in capital business

- Product cost competitiveness to support the growth
- Cost structure development and increasing flexibility
- Strengthen project management

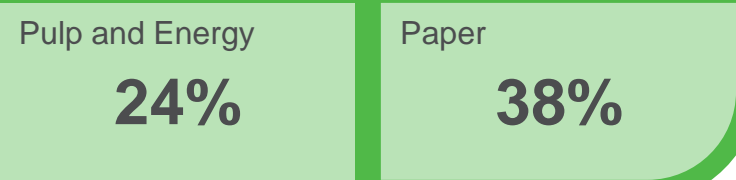
## Pulp and Energy business line

- Become market leader in Pulp
- Expand global market presence in Energy

## Paper business line

- Strengthening market position in South America
- Continue modularization and standardization

## Capacity cost to net sales (Q3/15-Q2/16)





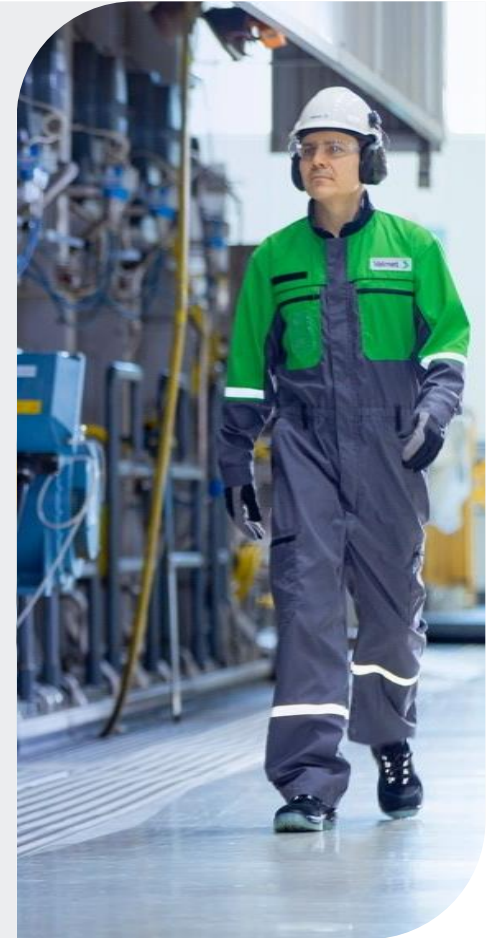
# Continuous systematic development

## Supporting growth:

- New Valmet way to serve
- Improved sales process for complete offering

## Supporting profitability improvement:

- Reducing procurement costs
- Reducing quality costs
- Project management, R&D and ERP



# Technology leader with unique offering

## Cost-competitive, focused solutions in Paper

- 10 OptiConcept M machines sold
- 7 Advantage NTT machines sold

## Complete pulp mill delivery capability

- State-of-the-art technology for all types of pulps

## Comprehensive offering for energy customers

- Solutions for demanding fuels

## Leading the field

- New service concepts
- Constant flow of spearhead products
- Fit-for-purpose product offering
- Integration with customer operations

## A forerunner in Industrial Internet

- Serving our customers with intelligent technology, automation and services locally and remotely
- Enhancing mobility and introducing even more advanced automation technologies and embedded diagnostics



Strong focus on customer benefits



# Financials

# Key figures

EUR million	Q3/2016	Q3/2015	Change	Q1–Q3/2016	Q1–Q3/2015	Change
Orders received	<b>788</b>	725	9%	<b>2,282</b>	2,085	9%
Order backlog <sup>1</sup>	<b>2,192</b>	2,117	4%	<b>2,192</b>	2,117	4%
Net sales	<b>685</b>	734	-7%	<b>2,141</b>	2,074	3%
Comparable EBITA	<b>52</b>	47	10%	<b>140</b>	120	17%
% of net sales	<b>7.5%</b>	6.4%		<b>6.5%</b>	5.8%	
EBITA	<b>49</b>	43	15%	<b>135</b>	104	29%
Operating profit (EBIT)	<b>41</b>	33	26%	<b>107</b>	78	37%
% of net sales	<b>6.0%</b>	4.4%		<b>5.0%</b>	3.8%	
Earnings per share, EUR	<b>0.17</b>	0.14	28%	<b>0.46</b>	0.33	37%
Return on capital employed (ROCE), before taxes <sup>2</sup>				<b>12%</b>	11%	
Cash flow provided by operating activities	<b>122</b>	16	>100%	<b>158</b>	14	>100%
Gearing <sup>1</sup>				<b>15%</b>	28%	

Items affecting comparability: EUR -2 million in Q3/2016 (EUR -4 million in Q3/2015), EUR -5 million in Q1–Q3/2016 (EUR -16 million in Q1–Q3/2015)

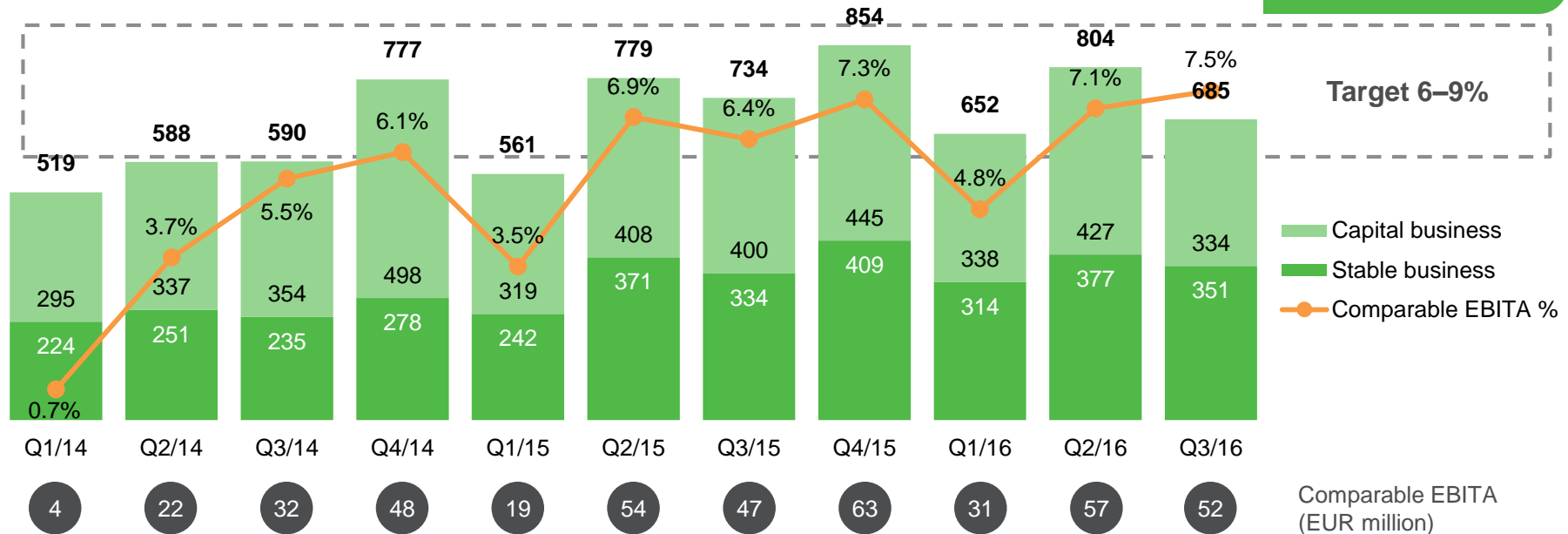
1) At the end of period

2) Annualized

# Comparable EBITA margin development

Net sales and Comparable EBITA (EUR million and %)

New target 8–10%  
from 2017 onwards



- Net sales decreased and Comparable EBITA increased compared with Q3/2015
  - Comparable EBITA margin at 7.5 percent in Q3/2016

# Guidance and short-term market outlook

## Guidance for 2016 (as given on February 9, 2016)

### Guidance for 2016



Valmet estimates that net sales in 2016 will remain at the same level with 2015 (EUR 2,928 million) and Comparable EBITA in 2016 will increase in comparison with 2015 (EUR 182 million).

## Short-term market outlook

		Q4/2015	Q1/2016	Q2/2016	Q3/2016
Services		Satisfactory	Satisfactory	Satisfactory	Satisfactory
Automation		Satisfactory	Satisfactory	Satisfactory	Satisfactory
Pulp and Energy	Pulp	Satisfactory	Satisfactory	Satisfactory	Satisfactory
	Energy	Satisfactory	Satisfactory	Satisfactory	Good
Paper	Board and Paper	Good	Good	Good	Satisfactory
	Tissue	Satisfactory	Satisfactory	Satisfactory	Good

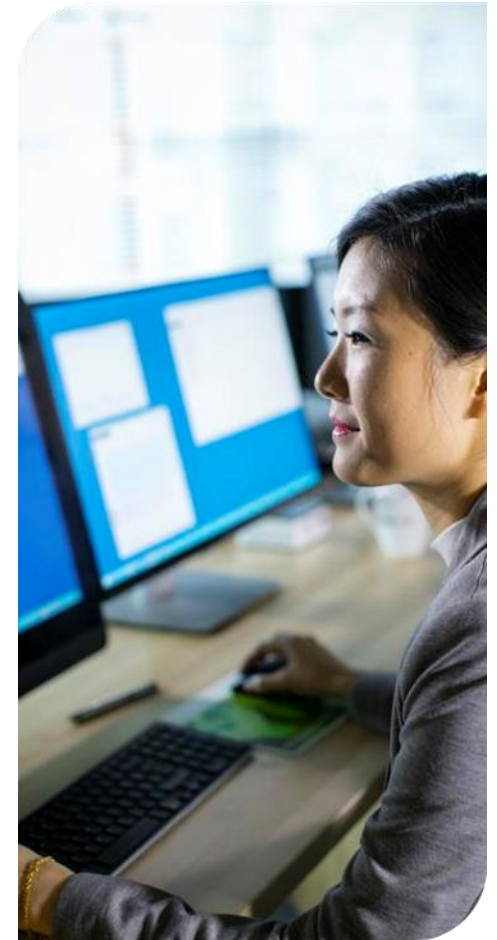
The short-term market outlook is given for the next six months from the ending of the respective quarter.



# Conclusion

# Conclusion

- 1 Strong market position in markets that grow**
- 2 Stable business, with EUR 1.5 billion of net sales, offering stability, growth and profitability**
- 3 Capital business, with flexible cost structure, offering growth and profitability potential**
- 4 Continuous systematic development**
- 5 Technology leader with unique offering**





# Important notice

It should be noted that certain statements herein which are not historical facts, including, without limitation, those regarding expectations for general economic development and the market situation, expectations for growth, profitability and investment willingness, expectations for company development, growth and profitability and the realization of synergy benefits and cost savings, and statements preceded by “anticipates”, “believes”, “estimates”, “expects”, “foresees” or similar expressions, are forward-looking statements. Since these statements are based on current decisions and plans, estimates and projections, they involve risks and uncertainties which may cause the actual results to materially differ from the results currently expressed. Such factors include, but are not limited to:

- 1) general economic conditions, including fluctuations in exchange rates and interest levels which influence the operating environment and profitability of customers of the company or economic growth in the company’s principal geographic markets.
- 2) industry conditions, intensity of competition situation, especially potential introduction of significant technological solutions developed by competitors, financial condition of the customers and the competitors of the company,
- 3) the company’s own operating factors, such as the success of production, product development and project management and the efficiencies therein including continuous development and improvement
- 4) the success of pending and future acquisitions and restructuring.

# Appendix

1 Financials

2 Focus areas and actions

3 Area development

4 Shareholders and share price development

5 Offering

6 Management

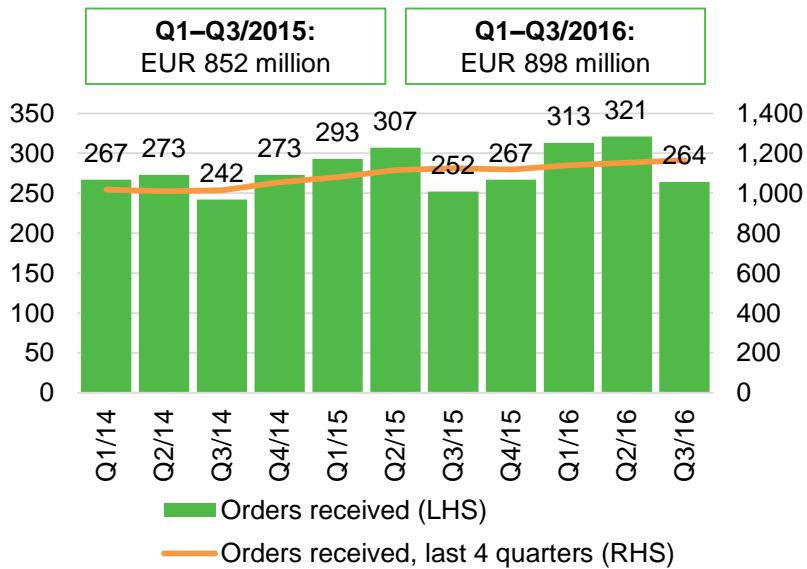


# Appendix

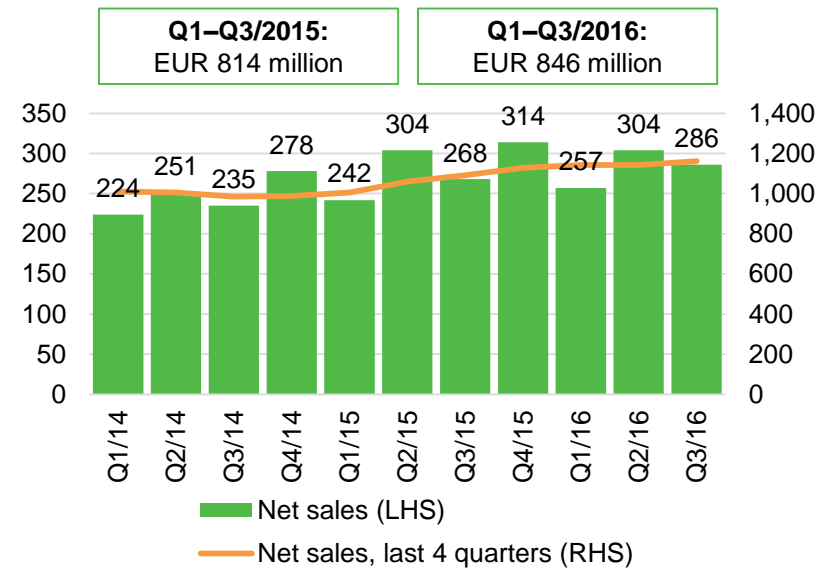
## Financials

# Orders received at the previous year's level and net sales increased in Services in Q3/2016

Orders received (EUR million)



Net sales (EUR million)



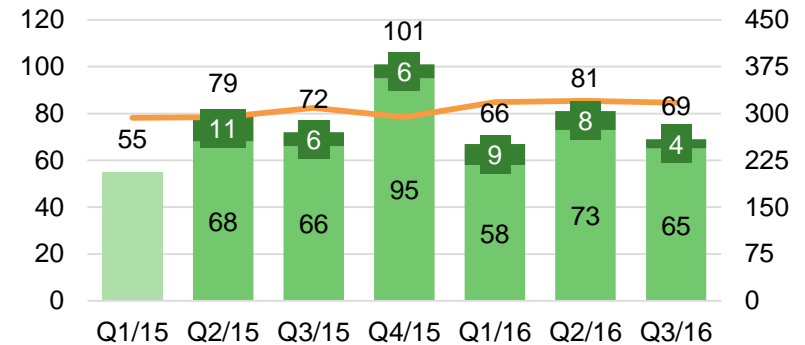
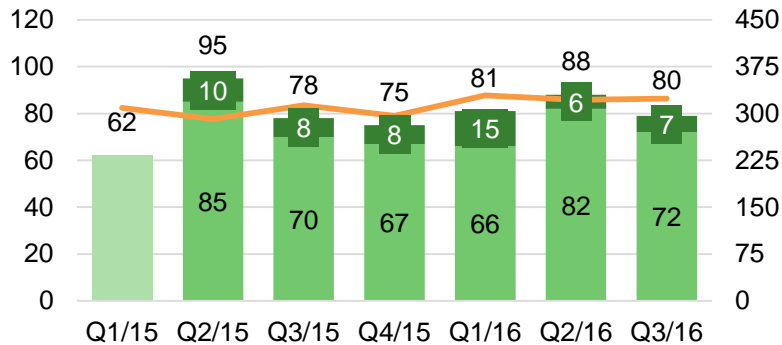
- Orders received remained stable compared with Q3/2015
  - Orders received increased in China, Asia-Pacific and South America and remained at the previous year's level in EMEA and North America
  - Orders received increased in Energy and Environmental, Rolls, and Performance Parts, remained at the previous year's level in Fabrics, and decreased in Mill Improvements
- Net sales increased compared with Q3/2015



# Orders received and net sales at the previous year's level in Automation in Q3/2016

Orders received<sup>1</sup> (EUR million)

Net sales<sup>1</sup> (EUR million)



- Orders received, internal (from other business lines)
- Orders received, external
- Orders received, total (including internal)
- Orders received, last 4 quarters (RHS)

- Net sales, internal (from other business lines)
- Net sales, external
- Net sales, total (including internal)
- Net sales, last 4 quarters (RHS)

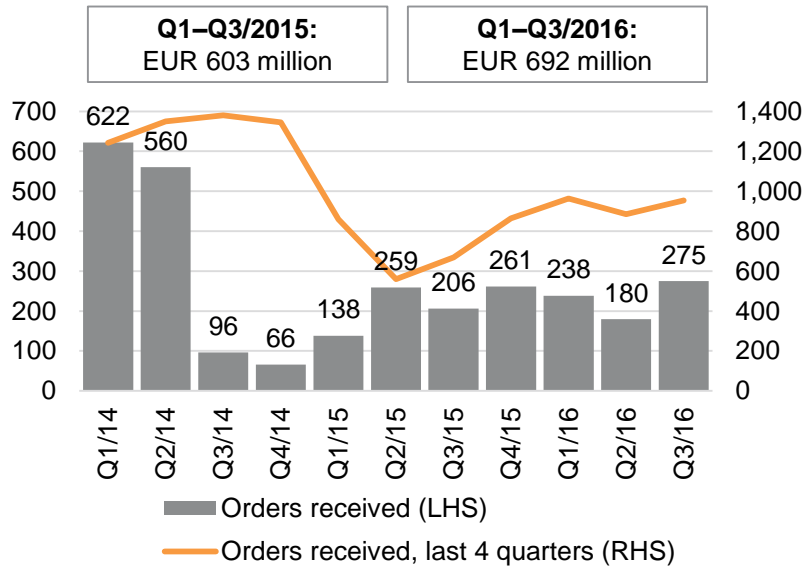
- Orders received remained stable compared with Q3/2015
  - Orders received increased in North America, South America and China, remained at the previous year's level in EMEA and decreased in Asia-Pacific
  - Orders received increased in Energy and Process and decreased in Pulp and Paper
- Net sales remained stable compared with Q3/2015



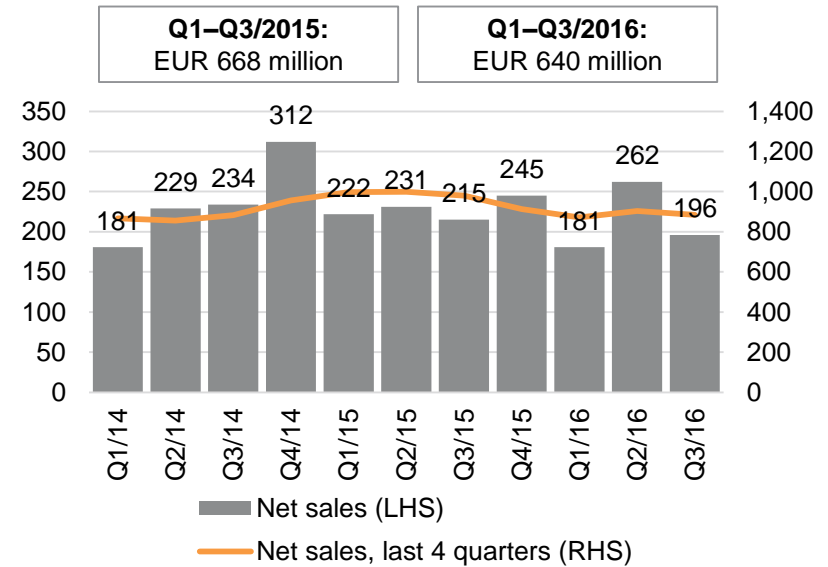
1) Q1/2015 orders received and the underlying figures for 'Orders received, last 4 quarters' and 'Net sales, last 4 quarters' are calculated based on Metso's reported figures and pro forma figures excluding Process Automation Systems and are therefore indicative only.

# Orders received increased and net sales decreased in Pulp and Energy in Q3/2016

Orders received (EUR million)



Net sales (EUR million)

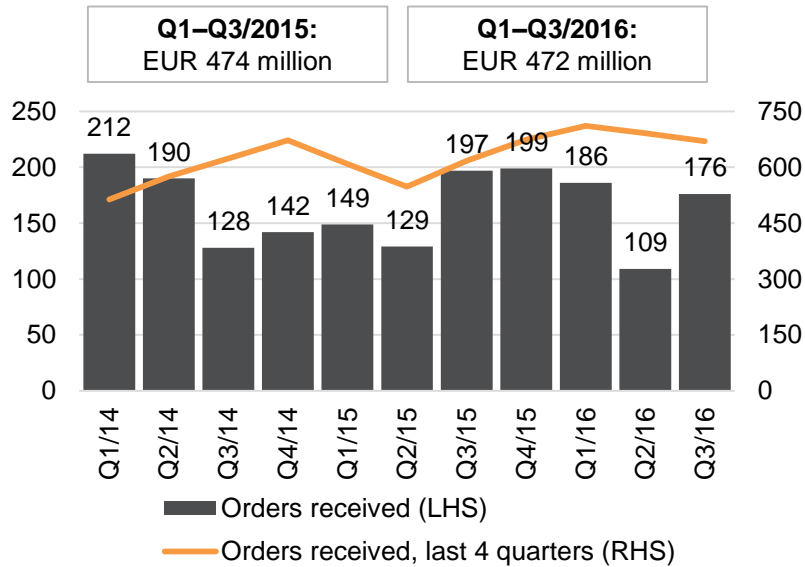


- Orders received increased compared with Q3/2015
  - Orders received increased in EMEA, Asia-Pacific and South America, and decreased in China and North America
  - Orders received increased in Energy and decreased in Pulp
- Net sales decreased compared with Q3/2015

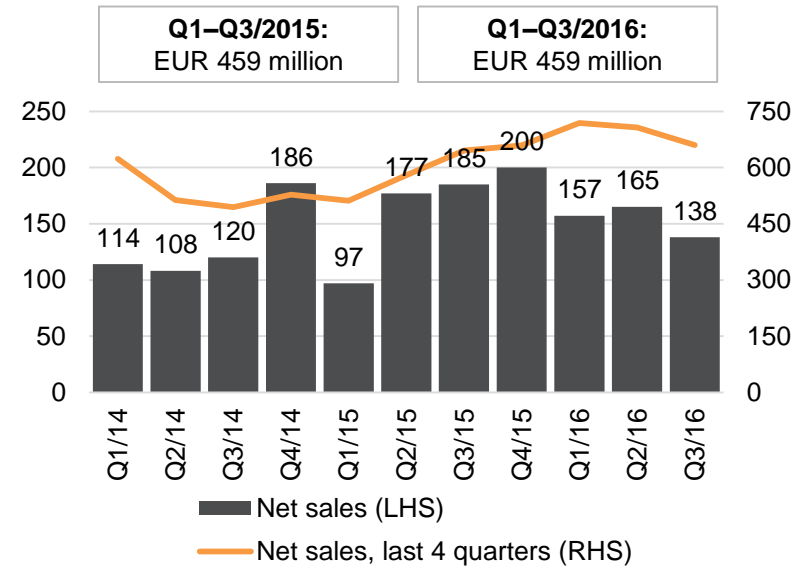


# Orders received and net sales decreased in Paper in Q3/2016

Orders received (EUR million)



Net sales (EUR million)

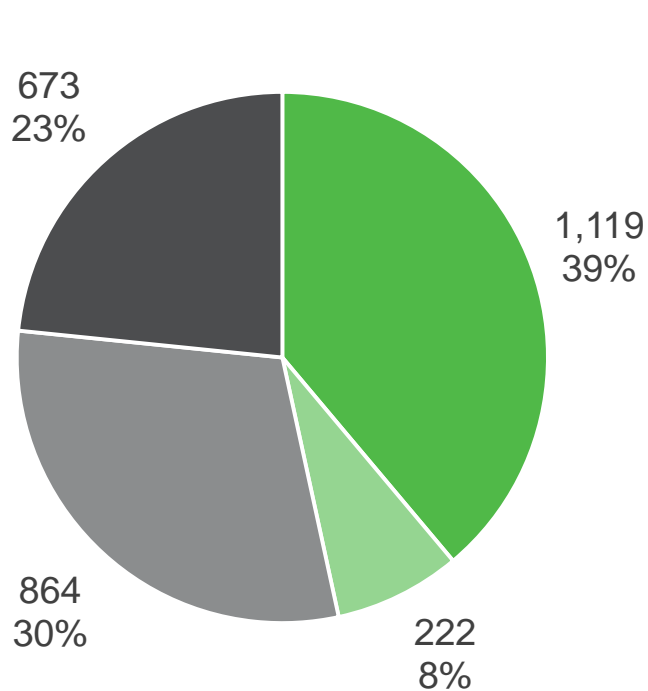


- Orders received decreased compared with Q3/2015
  - Orders received increased in EMEA and decreased in China, North America and Asia-Pacific
  - Orders received decreased in both Board and Paper, and Tissue
- Net sales decreased compared with Q3/2015

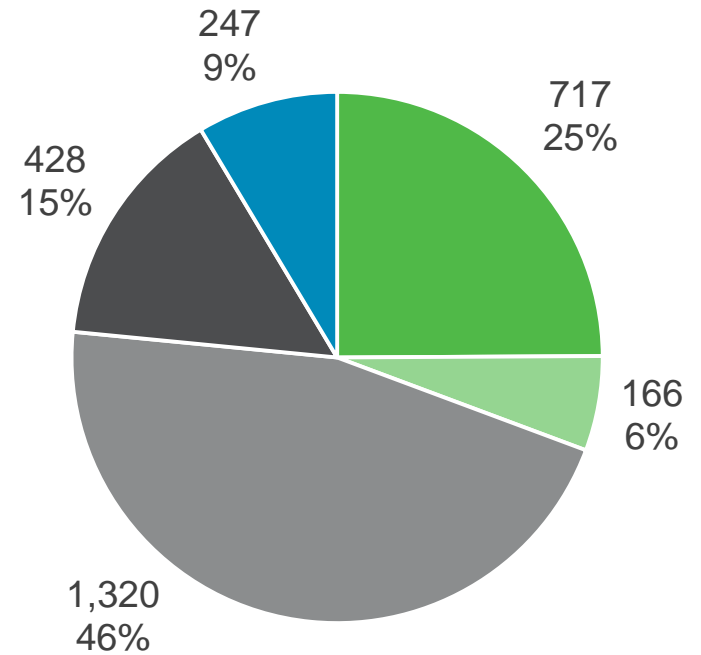


# 2015 orders received split

EUR million and % of total



- Services
- Automation
- Pulp and Energy
- Paper



- North America
- South America
- EMEA
- China
- Asia-Pacific



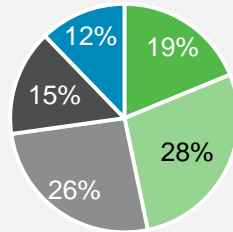
# Net sales split, by business unit

Net sales split, business units (2015)

Net sales split, Valmet (2015)

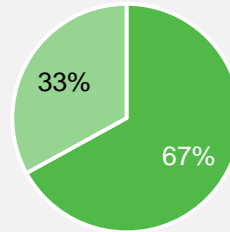
Stable business

Services



- Rolls
- Mill Improvements
- Performance Parts
- Fabrics
- Energy and Environmental

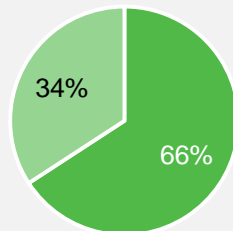
Automation



- Pulp and Paper
- Energy and Process

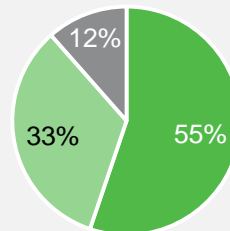
Capital business

Pulp and Energy

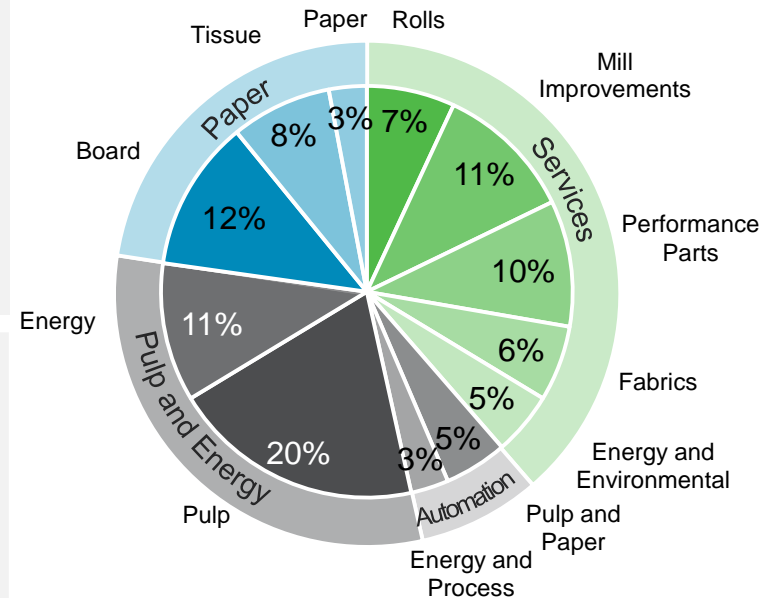


- Pulp
- Energy

Paper



- Board
- Tissue
- Paper



55% of Paper business line's net sales came from new lines and 45% from rebuilds and single sections

# Net sales split, by area

Net sales split, areas (2015)

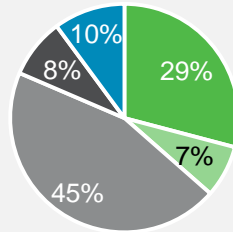


Net sales split, Valmet (2015)



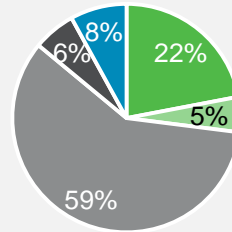
Stable business

Services



- North America
- South America
- EMEA
- China
- Asia-Pacific

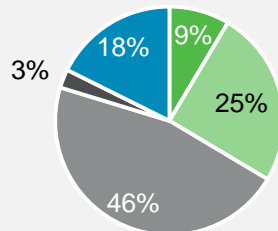
Automation



- North America
- South America
- EMEA
- China
- Asia-Pacific

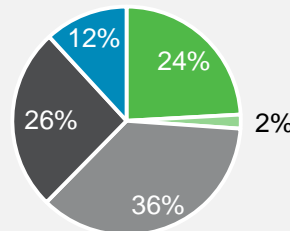
Capital business

Pulp and Energy

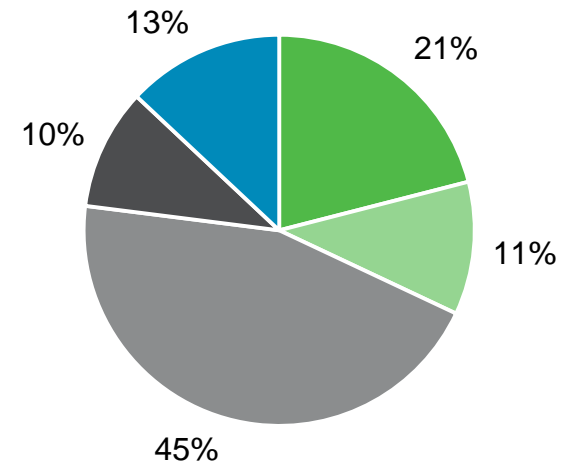


- North America
- South America
- EMEA
- China
- Asia-Pacific

Paper



- North America
- South America
- EMEA
- China
- Asia-Pacific



- North America
- South America
- EMEA
- China
- Asia-Pacific

# Announced orders in H1/2016

Date	Booked quarter	Description	Business line	Country	Value
Jan 15	Q4	Grade conversion rebuild	Paper	Canada	Not disclosed
Jan 26	Q4	Flue gas desulphurization plant	Pulp and Energy	Poland	Around EUR 20 million
Jan 28	Q4	New high consistency bleaching system	Pulp and Energy	Sweden	Not disclosed
Feb 3	Q4	Automation technology	Automation	Turkey	Not disclosed <sup>1</sup>
Feb 5	Q4	Tissue production line	Paper	Abu Dhabi	Not disclosed
Feb 17	Q1	Paper machine wet end rebuild	Paper	Finland	Not disclosed, typically approximately EUR 10-15 million
Feb 22	Q4	Scrubber system to two new vessels	Automation	Finland	Not disclosed, typically between EUR 1 and 6 million
Feb 23	Q1	Paper machine wet end rebuild	Paper	India	Not disclosed, typically approximately EUR 5-7 million.
Mar 2	2015	Advantage NTT tissue production line	Paper	Poland	Not disclosed
Mar 4	Q1	OptiConcept M boardmaking line and mill-wide automation system	Paper	Italy	Not disclosed, typically EUR 60-80 million.
Mar 8	Q4 and Q1	Two new orders for automation technology	Automation	Finland	Not disclosed
Mar 14	Q1	New white liquor plant	Pulp and Energy	Chile	Not disclosed, typically EUR 70-80 million
Mar 15	Q1	Repeat order for two new tissue production lines	Paper	China	Not disclosed
Mar 23	Q1	Three boiler plants and automation system	Pulp and Energy, Automation	Finland	Around EUR 100 million
Mar 24	Q1	Multivariable process controller	Automation	Finland	Not disclosed
Mar 31	Q1	Key technology for two container board machines	Paper	China	Not disclosed, typically EUR 20-30 million
Apr 6	Q1	A white liquor filter	Pulp and Energy	Sweden	Not disclosed. A white liquor filter is usually valued below EUR 5 million.
Apr 12	Q4	A new screening and washing plant	Pulp and Energy	France	Not disclosed. The value of an upgrade of this scope is usually valued below EUR 10 million
Apr 20	Q2	Wood pellet heating plant	Pulp and Energy	Finland	Over EUR 20 million
Apr 29	Q2	Brown stock washing plant modernization	Pulp and Energy	Sweden	Not disclosed, typically below EUR 10 million
May 20	Q2	A sulfuric acid plant to a bioproduct mill	Pulp and Energy	Finland	Not disclosed. Valmet's delivery is part of a sulfuric acid plant investment that is valued at roughly EUR 20 million.
May 24	Q1	A recausticizing upgrade	Pulp and Energy	Russia	Not disclosed. An upgrade with this scope of supply is usually valued below EUR 10 million.
May 25	Q1	Upgrades for recovery boiler and evaporation line	Pulp and Energy	Sweden	Not disclosed. The value of an upgrade of this scope is usually valued below EUR 6 million.
May 30	Q2	Extensive board machine rebuild and automation solution	Paper	India	Not disclosed. Typically, a project of this type and scope is valued at EUR 30 - 40 million.
Jun 7	Q1	Modernization of turbine automation	Automation	Finland	Not disclosed.
Jun 8	Q2	Repeat order for a new Advantage DCT tissue production line	Paper	Mexico	Not disclosed.
Jun 9	Q1	Two spray moisturizer systems	Automation	Spain and France	Not disclosed. A moisturizer is usually valued below EUR 1 million.
Jun 15	Q1	Chipping line and defibrator system	Pulp and Energy	India	Not disclosed. An order with this scope of supply is usually valued in the range of EUR 5-10 million.
Jun 16	Q2	Valmet IQ quality control systems	Automation	Sweden	Not disclosed. Typically the order value of similar automation system deliveries is below EUR one million.
Jun 17	Q1	Defibrator system	Pulp and Energy	China	Not disclosed. An order with this scope of supply is usually valued in the range EUR 1.5-5 million.
Jun 21	Q2	Steam turbine and motor-driven turbo compressor control systems	Automation	Finland	Not disclosed. An order of this scope is typically valued below EUR 1 million.
Jun 22	Q2	Demonstration scale pulp cooking plant	Pulp and Energy	South Africa	Not disclosed.
June 23	Q2	Automation technology for energy recovery facility	Automation	Scotland	Not disclosed <sup>1</sup>
June 27	Q2	Automation system replacement	Automation	France	Not disclosed. Typically the order value of this kind of automation system deliveries is below EUR 1 million.

1) Typically the order value of automation system deliveries ranges from below EUR 1 million to EUR 3 million

# Announced orders in H2/2016

Date	Booked quarter	Description	Business line	Country	Value
Jul 1	Q1	Automation technology	Automation	Malaysia	Not disclosed <sup>1</sup>
Jul 4	Q2	Biomass-fired boiler plant and related automation and environmental systems	Pulp and Energy	Russia	Not disclosed
Jul 12	Q1	Advanced process control (APC) systems and analyzers	Automation	Japan	Not disclosed
Aug 10	Q2	Moisturizer system	Automation	China	Not disclosed
Sep 7	Q3	Biomass-fired power boiler, biofuel storage and conveyor systems	Pulp and Energy	Denmark	Over EUR 150 million
Sep 9	Q3	Key technologies for new board machine	Paper	Vietnam	Not disclosed. The value of an order of this type is typically EUR 15–20 millions.
Sep 14	Q3	Biofuel boiler and related environmental systems	Pulp and Energy	Sweden	About EUR 60 million
Sep 16	Q2	Quality control system	Automation	France	Not disclosed. Typically the order value of this kind of automation system deliveries is below EUR one million.
Sep 19	Q2	Waste to energy boiler plant	Pulp and Energy	China	Not disclosed
Sep 20	Q2	Tissue machine rebuilds	Paper	Germany and Sweden	Not disclosed
Sep 29	Q3	Paper machine modifications and a new winder	Paper	Austria	Not disclosed. The value of an order of this type is typically EUR 5-10 million.
Sep 30	Q2	Automation solution to boost district heat production	Automation	Finland	Not disclosed
Sep 30	Q2	New rewinder	Paper	Italy	Not disclosed
Oct 3	Q3	Automation and remote control technology	Automation	Finland	Not disclosed <sup>1</sup>
Oct 4	Q3	Extensive board machine and automation rebuild	Paper	Russia	Not disclosed. The value of an order of this type is typically EUR 50-60 million.
Oct 13	Q3	Two advantage NTT tissue lines	Paper	USA	Not disclosed
Oct 18	Q4	Multifuel power boiler and flue gas cleaning system	Pulp and Energy	Japan	Around EUR 40 million.
Oct 19	Q3	Automation system modernization	Automation	Finland	Not disclosed
Nov 2	Q3	Headbox upgrade for a paper mill	Paper	China	Around EUR 1 million.
Nov 14	Q3	Repeat order for process and quality vision system	Automation	Finland	Not disclosed. Typically the order value of this kind of automation system deliveries is below EUR one million.
Dec 7	Q3	Automation technology	Automation	India	Not disclosed. Typically the order value of this kind of automation system deliveries is below EUR one million.

1) Typically the order value of automation system deliveries ranges from below EUR 1 million to EUR 3 million

# Announced orders in H1/2015

Date	Booked quarter	Description	Business line	Country	Value
Jan 23	Q4	Key board machine solutions	Paper	China	Not disclosed
Feb 4	Q4	Flue-gas cleaning and condensation plant	Pulp and Energy	Finland	Around EUR 8 million
Feb 17	Q1	Equipment for fluff conversion project	Pulp and Energy, and Paper	USA	Not disclosed
Mar 2	Q1	OptiConcept M containerboard line	Paper	Taiwan	Not disclosed
Mar 3	Q1	Softwood line rebuild	Pulp and Energy	Sweden	Not disclosed
Mar 11	Q1	Biomass based boiler plant	Pulp and Energy	Finland	Valmet's delivery slightly more than half of EUR 45 million total investment
Mar 30	Q1	Tissue machine rebuild	Paper	Turkey	Not disclosed
Apr 20	Q2	Key technologies for paper machine grade conversion	Paper	Finland	Valmet delivery is a part of customer's total EUR 70 million equipment order
Apr 22	Q2	Key technologies to bioproduct mill	Pulp and Energy	Finland	About EUR 125–150 million
Jun 9	Q2	Modernize automation and remote control	Automation	Finland	Not disclosed <sup>1</sup>
Jun 16	Q2	Upgrade of the evaporation plant	Pulp and Energy	Sweden	Not disclosed (a project of this type and scope is typically valued at around EUR 10 million)
Jun 23	Q2	Repeat order for two energy recovery systems	Paper	Italy and Poland	Not disclosed
Jun 24	Q2	Automation to a new waste-to-energy plant	Automation	UK	Not disclosed <sup>1</sup>
Jun 29	Q2	Two orders for automation technology	Automation	Finland	Not disclosed <sup>1</sup>
Jun 30	Q1	OptiConcept M fine paper making line	Paper	Indonesia	Not disclosed

1) Typically the order value of automation system deliveries ranges from below EUR 1 million to EUR 3 million

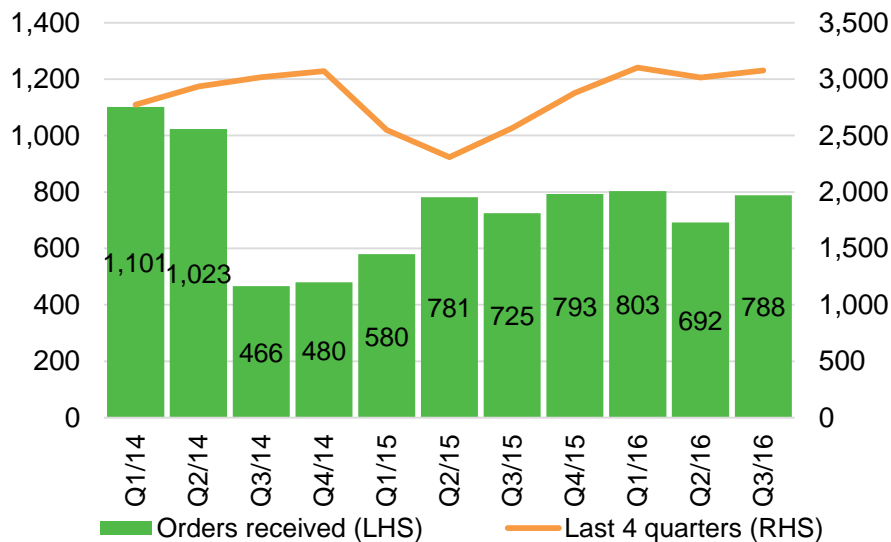
# Announced orders in H2/2015

Date	Booked quarter	Description	Business line	Country	Value
Jul 6	Q2	Winding technology for paper machine grade conversion rebuild	Paper	Netherlands	Not disclosed
Jul 7	Q2	White liquor handling system	Pulp and Energy	Sweden	Not disclosed
Aug 18	Q3	Main equipment to a pulp mill project	Pulp and Energy	China	Approximately EUR 110 million
Aug 20	Q2	Tissue machine rebuild	Paper	Germany	Not disclosed
Aug 21	Q3	OptiConcept M paper making line	Paper	China	Not disclosed. An order of this scope is typically valued around EUR 40-50 million.
Aug 24	Q2	Analyzers and quality control system	Automation	Finland	Not disclosed <sup>1</sup>
Aug 27	Q3	Flue gas desulphurization and denitrification installation	Pulp and Energy	Poland	Approximately EUR 40 million
Sep 2	Q3	Automation to new power plant	Automation	Finland	Not disclosed <sup>1</sup>
Sep 3	Q3	Advantage NTT tissue production line	Paper	USA	Not disclosed
Sep 7	Q3	Consumables and roll service agreement	Services	Sweden	Not disclosed
Sep 8	Q2	Automation for new-generation LNG-powered fast ferry	Automation	Finland	Not disclosed
Sep 14	Q2	Advantage NTT tissue production line	Paper	Portugal	Not disclosed
Sep 15	Q3	Two Advantage DCT tissue production lines	Paper	China	Not disclosed
Sep 24	Q2	District heat network optimization and a production planning system	Automation	Finland	Not disclosed
Oct 2	Q2	Pulp cooking system	Pulp and Energy	USA	Not disclosed
Oct 7	Q3	Solids measurement and sludge dewatering optimizer	Automation	Finland	Not disclosed
Oct 14	Q3	Online fiber analyzer	Automation	USA	Not disclosed
Oct 29	Q4	Pulp cooking plant	Pulp and Energy	Thailand	Not disclosed
Nov 9	Q3	Press section technology	Paper	Japan	Not disclosed
Dec 2	Q4	Key technology to pulp mill expansion	Pulp and Energy	Sweden	Not disclosed
Dec 4	Q4	New biomass-fired boiler plant	Automation	Finland	Not disclosed

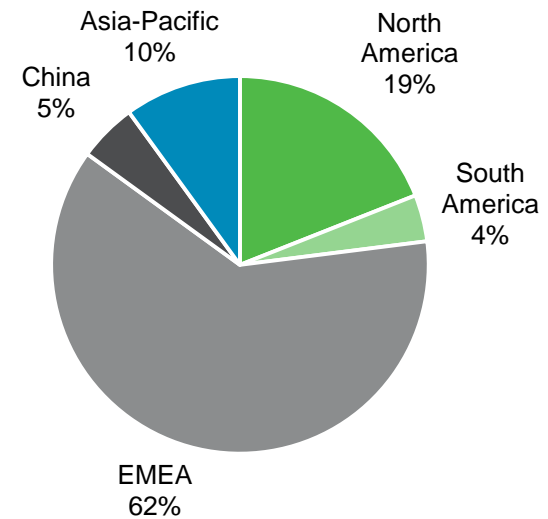
1) Typically the order value of automation system deliveries ranges from below EUR 1 million to EUR 3 million

# Orders received increased to EUR 788 million in Q3/2016

Orders received (EUR million)



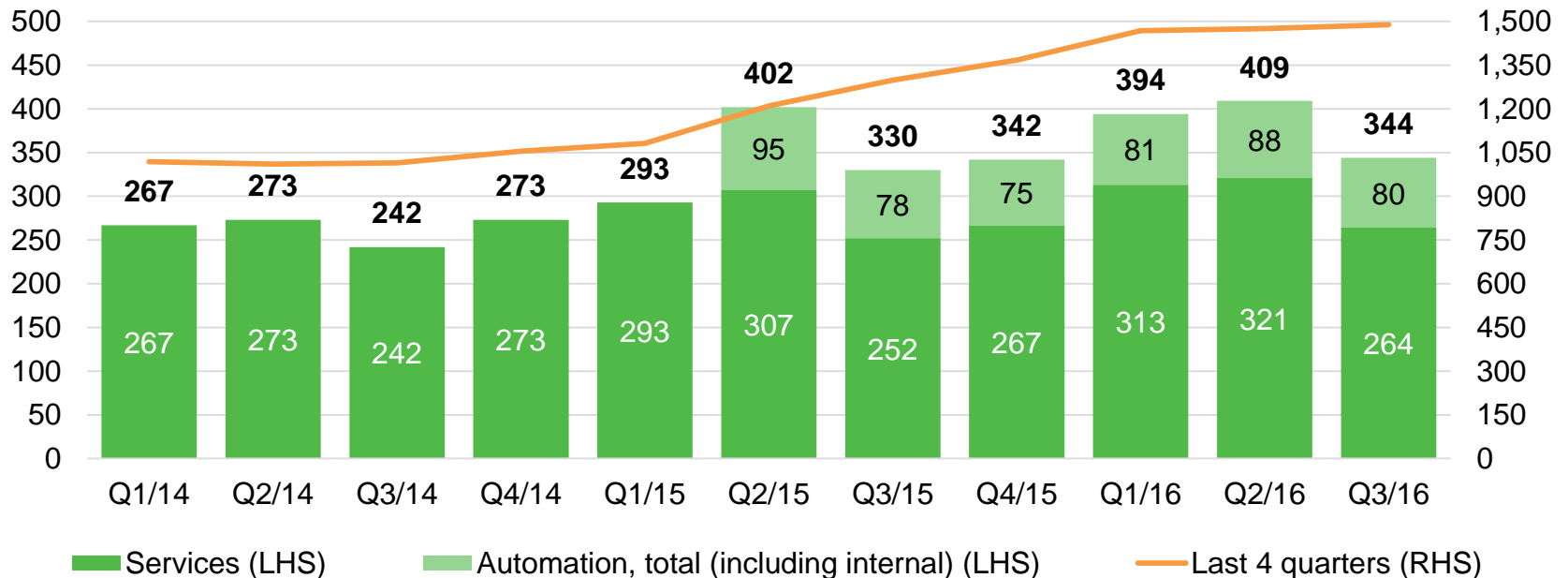
Orders received in Q3/2016, by area



- Orders received increased in the Pulp and Energy business line, remained at the previous year's level in the Services and Automation business lines and decreased in the Paper business line
- Orders received increased in EMEA, South America and Asia-Pacific and decreased in China and North America

# Stable business orders received totaled EUR 1,490 million during the last 4 quarters

Orders received (EUR million) in stable business<sup>1</sup>



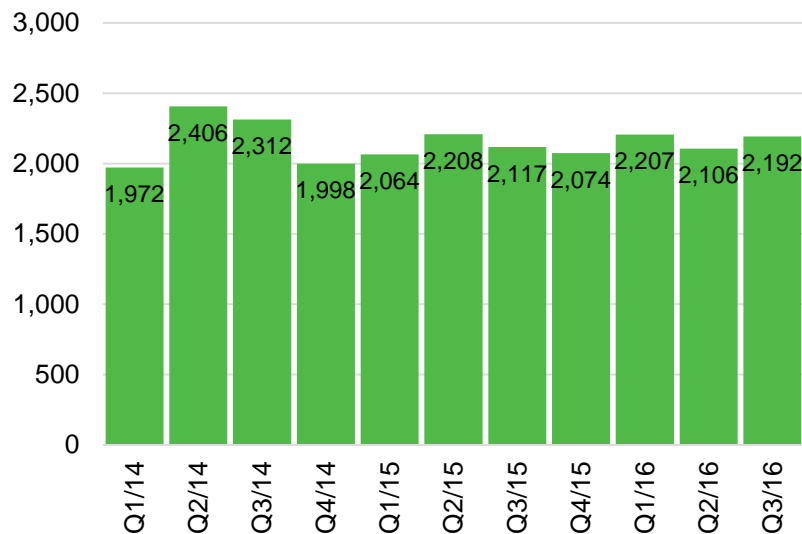
- Stable business orders received remained at the previous year's level

1) Including internal orders received for the Automation business line.

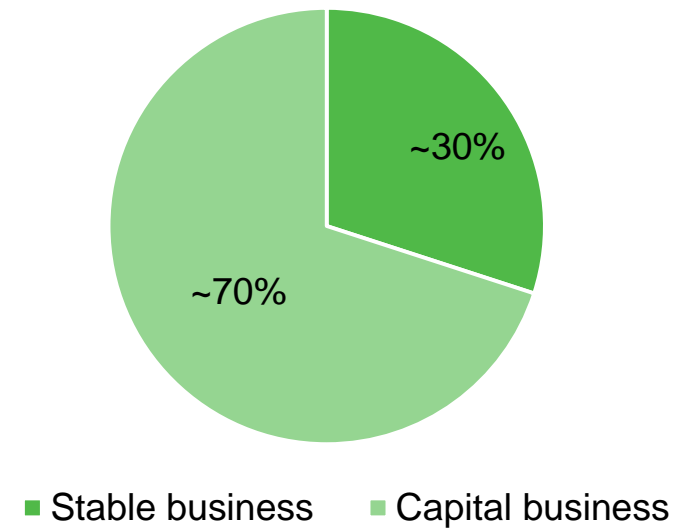


# Order backlog at EUR 2.2 billion at the end of Q3/2016

Order backlog (EUR million)



Structure of order backlog

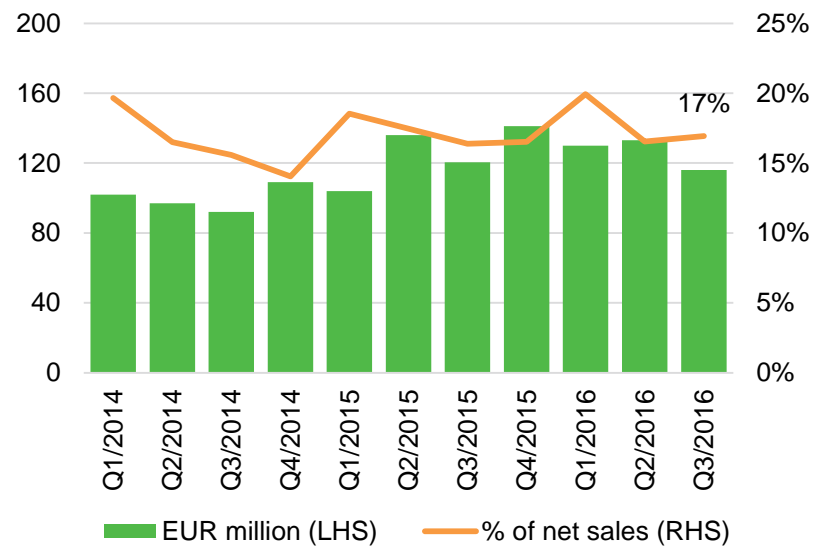
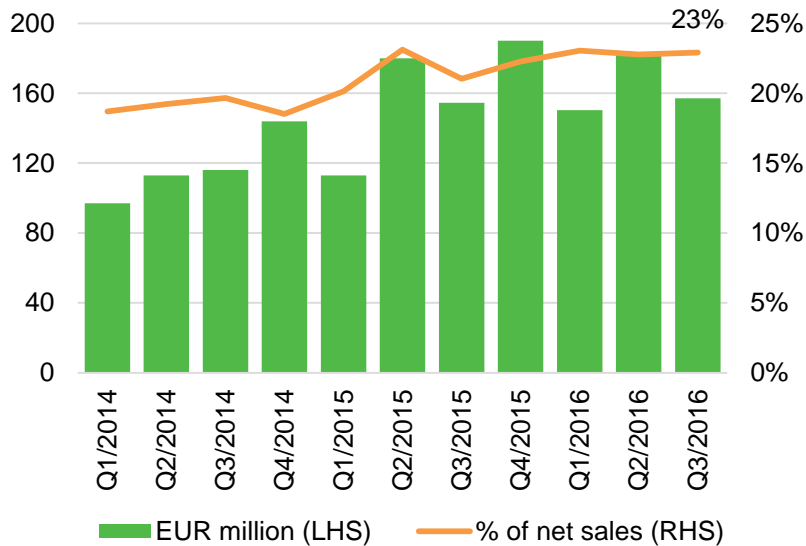


- Order backlog EUR 85 million higher than at the end of Q2/2016
- Approximately 30% of the order backlog relates to stable business

# Increase in gross profit to net sales in Q3/2016

Gross profit (EUR million and % of net sales)

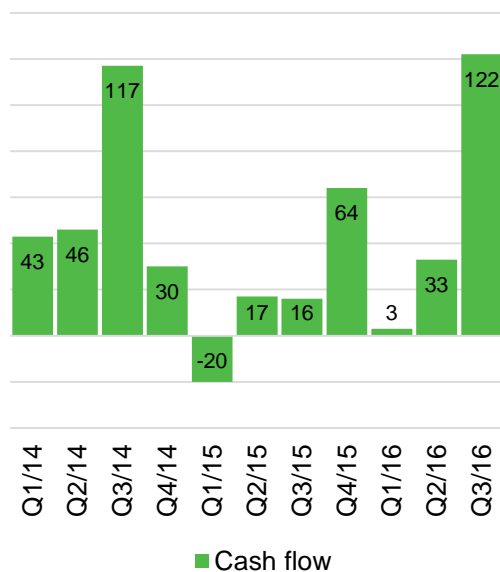
SG&A (EUR million and % of net sales)



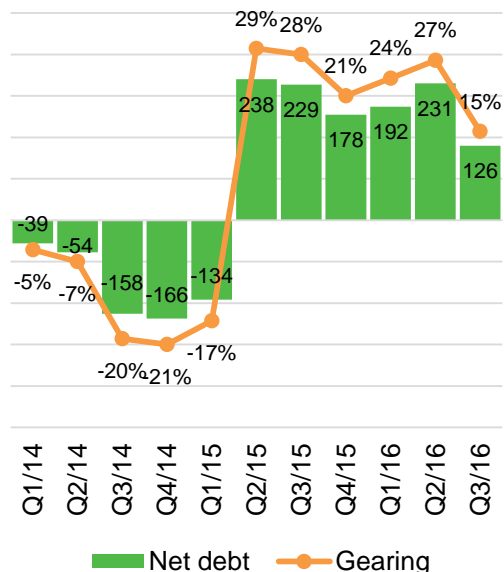
- Gross profit remained stable compared with Q3/2015
- Selling, general & administrative (SG&A) expenses remained stable compared with Q3/2015
- Actions to improve gross profit through Must-Win implementation

# Cash flow, net debt, gearing and equity ratio

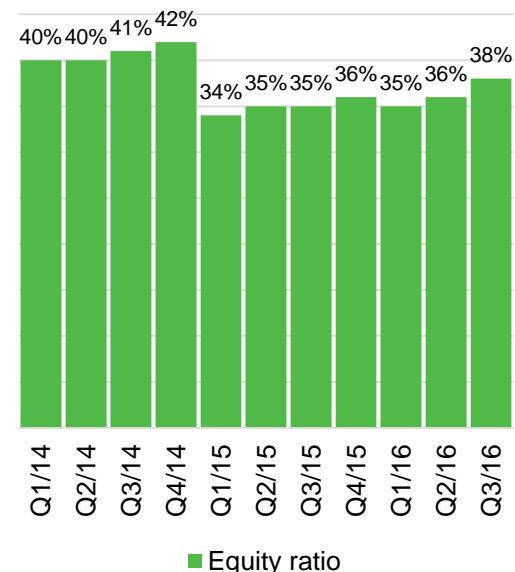
Cash flow provided by operating activities (EUR million)



Net debt (EUR million) and gearing (%)



Equity to assets ratio (%)



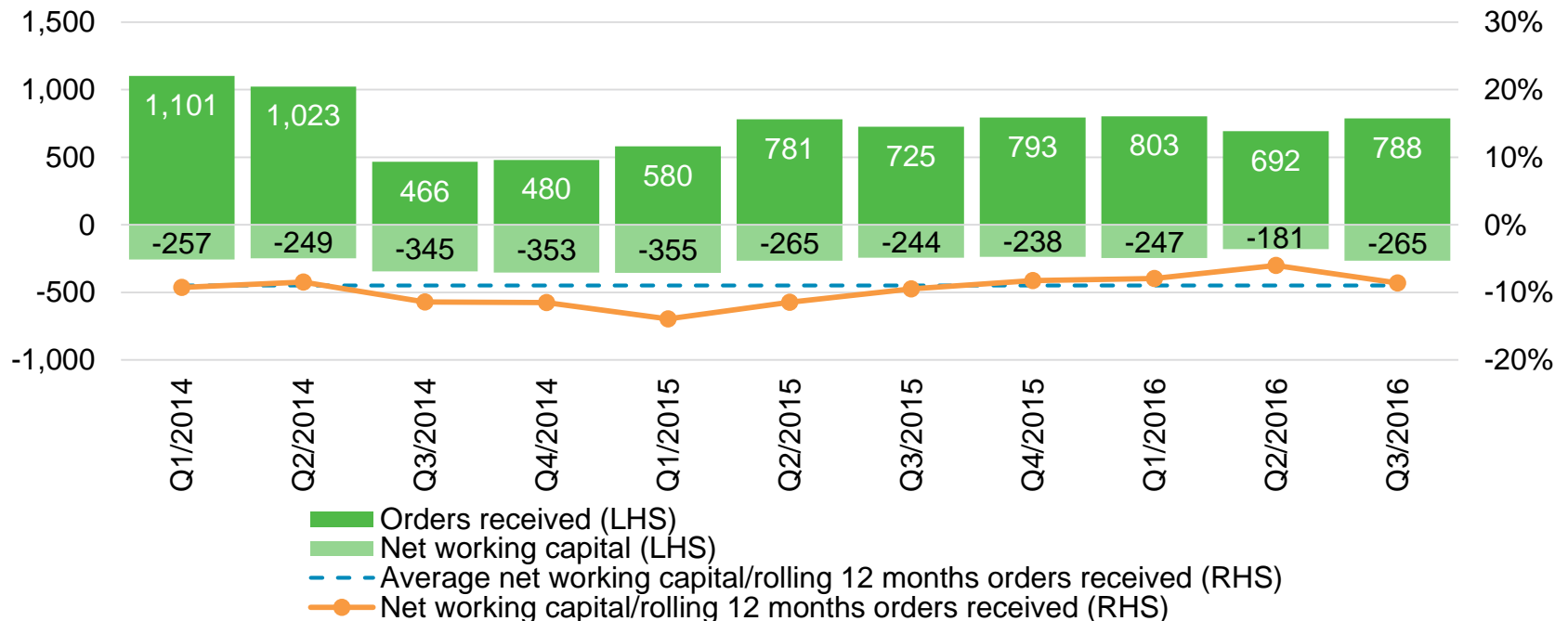
- Change in net working capital<sup>1</sup> EUR 81 million in Q3/2016
- Cash flow provided by operating activities EUR 122 million in Q3/2016
- CAPEX excluding business combinations EUR -14 million in Q3/2016

- Gearing (15%) and net debt (EUR 126 million) decreased
- Equity to assets ratio increased compared with both Q2/2016 and Q3/2015
- Automation acquisition was completed on April 1, 2015

1) Change in net working capital, net of effect from business acquisitions and disposals in the consolidated statement of cash flows

# Net working capital improved to -9% of rolling 12 months orders received

Net working capital and orders received (EUR million)

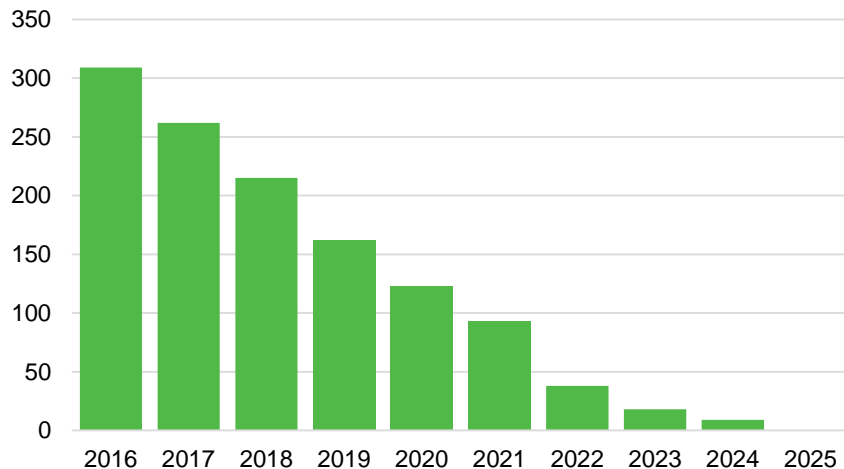


- Net working capital EUR -265 million, which equals -9% of rolling 12 months orders received
- Payment schedules of large capital projects have significant impact on net working capital development

# Structure of loans and borrowings

Interest-bearing debt EUR 310 million as at September 30, 2016

Amount of outstanding interest-bearing debt (EUR millions)



- Average maturity of long-term loans is 3.0 years
- Average interest rate is 1.3%

## Main financing sources

Amount	Lender
EUR 81 million	European Investment Bank
EUR 71 million	Skandinaviska Enskilda Banken
EUR 61 million	Swedish Export Credit
EUR 95 million	Nordic Investment Bank

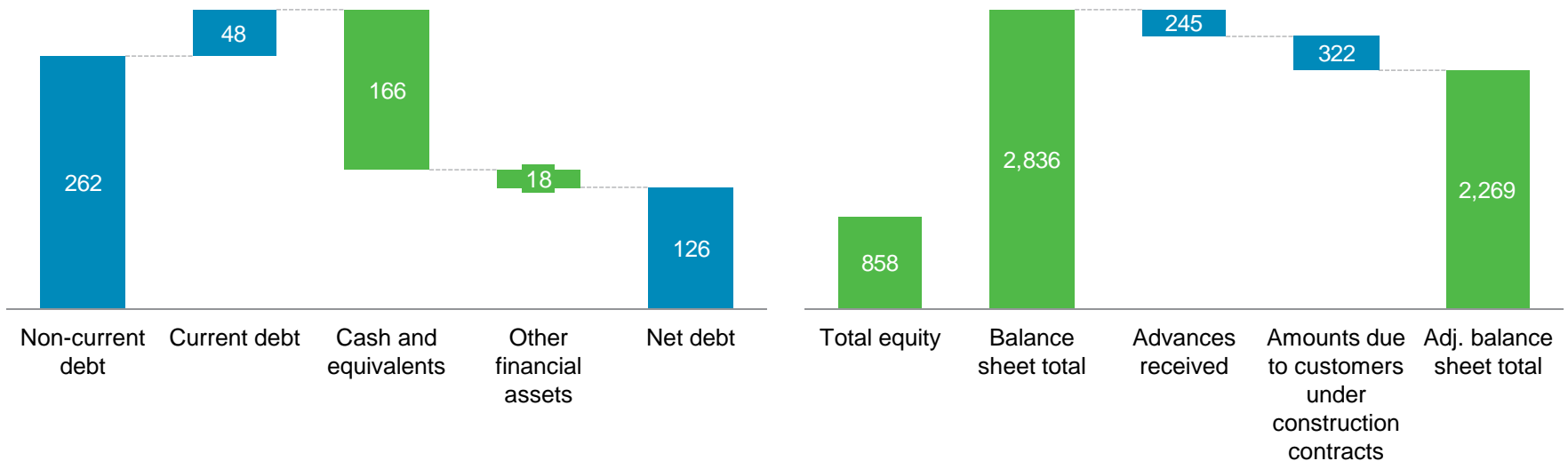
## Back-up facilities

Amount	Outstanding
EUR 200 million syndicated revolving credit facility <sup>1</sup>	None outstanding
EUR 200 million domestic commercial paper program	None outstanding

<sup>1</sup>) EUR 200 million syndicated revolving credit facility agreement was refinanced in October 2016 and matures on January 14, 2022 with two 1-year extension options.

# Strong balance sheet to support large orders

Financial position as of September 30, 2016 (EUR million)



Net debt



EUR 126 million

Gearing



15%

Equity to assets ratio<sup>1</sup>



38%

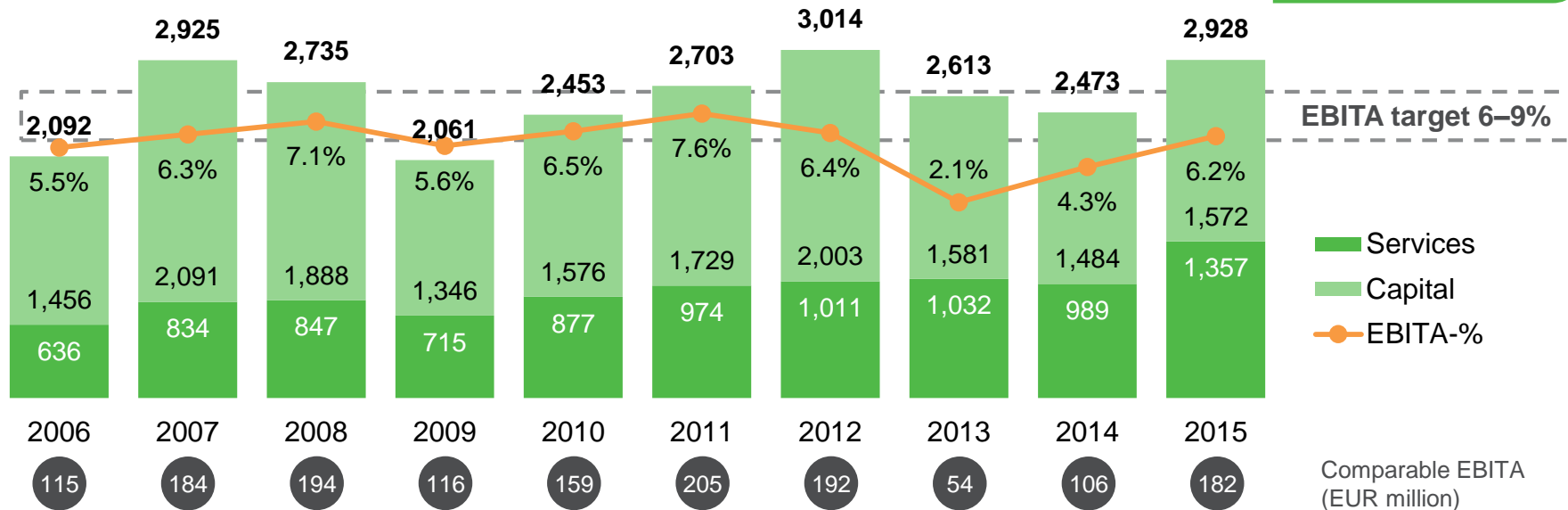
- Valmet has a strong balance sheet that enables it to participate in large projects
- Valmet has its long-term liquidity in place

1) Total equity / (Balance sheet total - advances received - billings in excess of cost and earnings of projects under construction)

# Net sales and profitability development, annual

Net sales and Comparable EBITA (EUR million)<sup>1</sup>

New EBITA target  
8–10% from 2017  
onwards

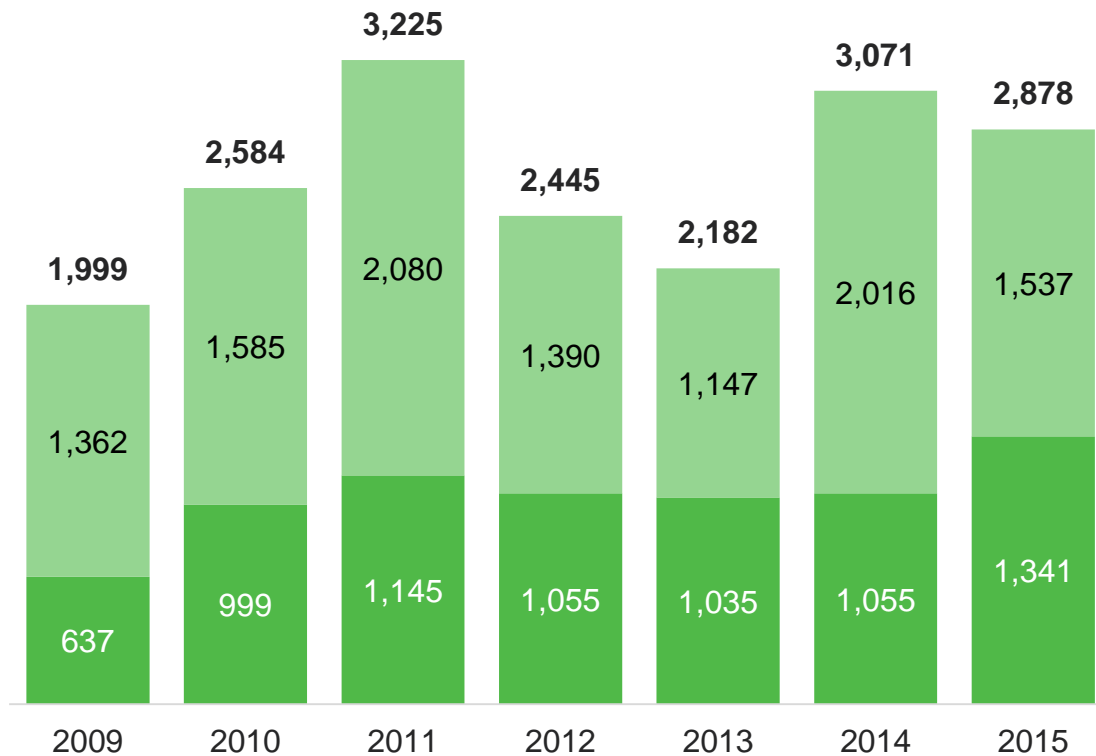


- Timing of large projects has had an impact on the level of net sales
- Good stimulus-driven demand in China 2009–2010 supported orders
- The paper machine market has shifted to smaller and lower-cost machines
- In 2013, the power generation market was affected by low-cost shale gas and political and economical uncertainty in Europe
- Profitability improved in 2014 as a result of cost savings

<sup>1</sup>) Actual figures for 2014. Carve-out figures for 2010-2013; as reported for Metso's Pulp, Paper and Power segment for 2006-2009. Automation has been consolidated into Valmet's financials since April 1, 2015, when the acquisition of Automation was completed.

# High volatility in market activity

Orders received<sup>1</sup> (EUR million)



• Volatility in market activity is high in the capital business

■ Capital  
■ Services

1) 2014 onwards actual figures, 2012–2013 carve-out figures, 2009–2011 Metso's Pulp, Paper and Power segment figures





# Appendix

Focus areas and actions

# Summary of key actions by business

## Stable business

- **Financial target:**  
Net sales for stable business to grow over two times the market growth

## Key actions in stable business

- Systematic promotion of whole offering – Valmet way to serve
- Localize the engineering resources in growing service areas
- New service center in Indonesia in 2017, strengthened presence in Mexico
- Increase market share in Services in Central and Eastern Europe
- Continue to win market share in pulp and paper via automation competitor replacements
- Grow DCS market share in Automation

## Capital business

- **Financial target:**  
Net sales for capital business to exceed market growth

## Key actions in capital business

- Improve market share and solution competitiveness in pulp mills and rebuilds
- Expand global market presence in heat and power generation
- Maintain #1 position in the paper market, especially in North America and EMEA
- Increase market share in Paper in South America, grow in Tissue in China and Asia-Pacific

# Summary of key actions by area

## North America

- Strengthened service presence in Mexico
- Grow automation market share via competitor replacements
- Strengthen the role in pulp rebuilds
- Focus on maintaining #1 position in Paper

## EMEA

- Increase services market share in Central and Eastern Europe
- Grow automation market share via competitor replacements
- Capitalize rebuild potential in Pulp, strengthen position in Energy
- Focus on maintaining #1 position in Paper

## China

- Strengthen key account management to continue service growth
- New capacity projects in Automation
- Gain leading market share in pulp and develop position in energy
- Reduce capacity cost in production in Paper and grow tissue

## South America

- Drive growth through long-term service agreements in pulping
- New capacity projects in Automation
- Capitalize opportunities in pulp mills
- Increase market share in Paper

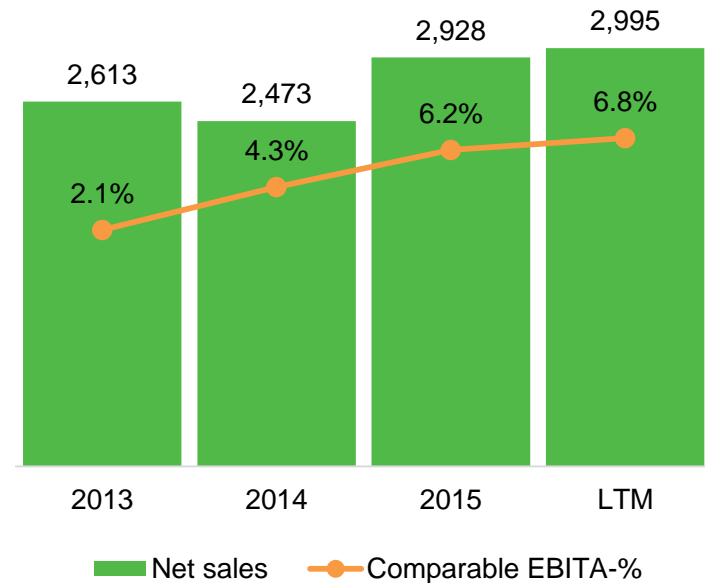
## Asia-Pacific

- New service center in Indonesia in 2017
- New capacity projects in Automation
- Capitalize rebuilds in pulp, grow in energy
- Grow in tissue and develop supplier network in India in Paper

# Actions to reach EBITA target

Comparable EBITA margin in 2015	6.2%
Sales process management	~1%
Project management and project execution	~1%
Procurement & quality	~1%
Technology, R&D and ERP	~1%
Long-term EBITA target	8–10%

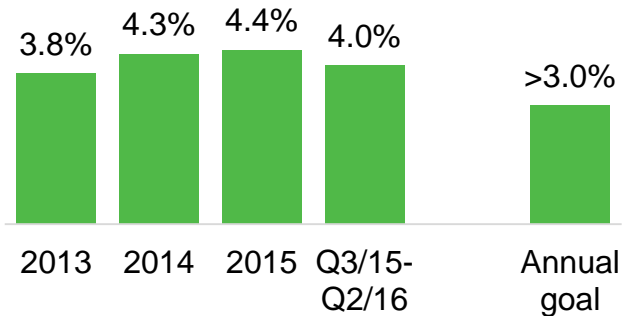
Net sales (EUR million) and Comparable EBITA margin (%)



2013 figures on carve-out basis  
LTM = Last twelve months (October 1, 2015 – September 30, 2016)

# Procurement and quality cost development

Implemented procurement savings of annual direct spend

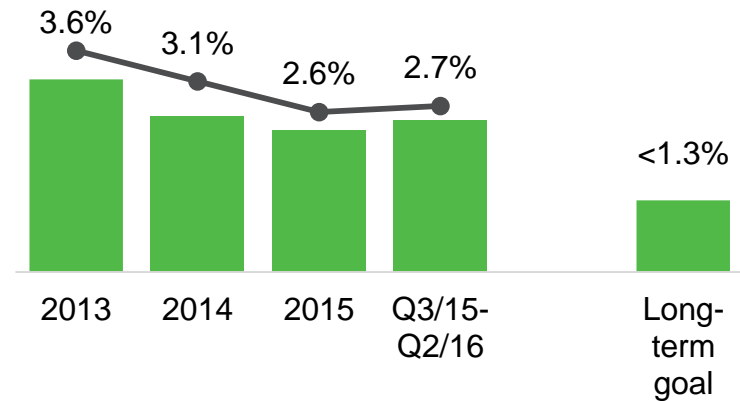


Original three-year target to reduce quality costs by 10% by the end of 2016

## Reaching and exceeding our original three-year 10% savings target

- Continuing to target >3% annual savings with new actions
  - Increasing design-to-cost (DTC) to create new sources for savings
  - More supplier involvement through supplier relationship management
- Continuing sustainable supply chain implementation

Quality costs (EUR million and % of net sales)



Original three-year target to reduce quality costs by 50% by the end of 2016

## Progressing in cutting the quality costs by 50%

- LTM is currently higher than full year 2015, but our original target setting remains valid
- Adding focus in root cause analysis of the quality deviations
- Extensive Lean implementation and training
  - Over 4,000 Valmet employees completed Lean e-learning
  - Lean being deployed in all major locations and businesses

# Currency exposure and foreign exchange risk management

## Currency exposure

- All operating units are required to hedge in full their foreign currency exposures
- Hedging takes place when firm commitment arises or at the latest immediately after operating units have reported their monthly currency exposure
- Valmet is not hedging any translation risk arising from subsidiaries' equity
- Intra corporate dividends, loans and deposits shall be hedged when internal decisions have been made
- Treasury acts as an internal bank for subsidiaries and manages corporate wide foreign currency exposure by hedging Corporate level net exposure towards banks

## Foreign exchange risk management

- The exposure is a net of all assets and liabilities denominated in foreign currencies derived from sales and purchase contracts, projected cash flows and firm commitments
- A 10 percent appreciation or depreciation of EUR against all other currencies would have an effect of, net of taxes, -/+ EUR 1.5 million on EBITA



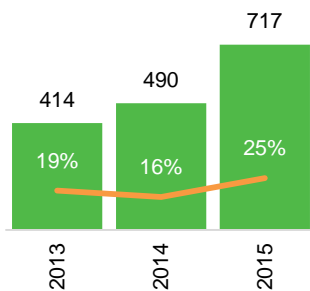
# Appendix

Area development

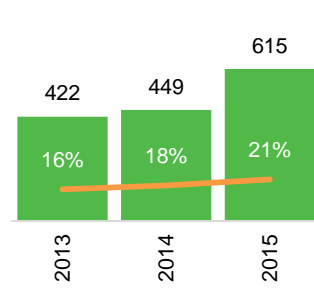
# North America

Mature services focused market with recurring opportunities in paper, tissue and automation

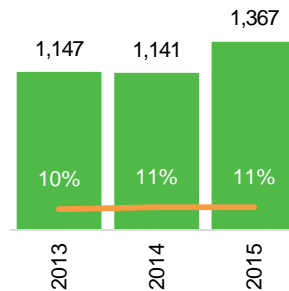
Orders received  
(EUR million and % of total)



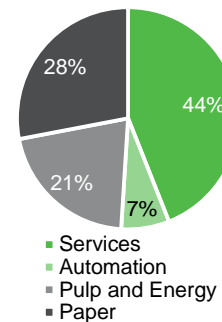
Net sales  
(EUR million and % of total)



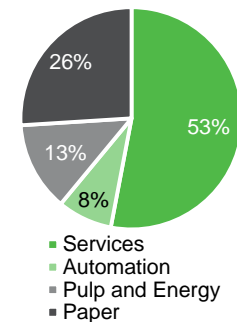
Employees  
(number and % of total)



Orders received by  
business line (2015)



Net sales by business  
line (2015)



## Market characteristics

- Mature, services-focused market with recurring opportunities in paper, tissue and automation
- Large installed base to be served
- Opportunities in customer agreement-based business
- Growth opportunities in increased outsourcing
- Capital project opportunities in tissue and board
- Capital project activity at high level

## Valmet's position and competition

- Strong position and market share in Valmet's targeted technology businesses
- Well-established stable business
- Key competitors: Voith, Andritz, Emerson, ABB, Honeywell and US services players Albany, Xerium, Kadant, Asten Johnson

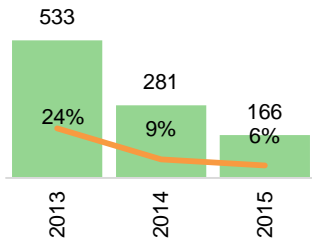
2013 figures on a carve-out basis. Automation business line figures included as of Q2/2015.



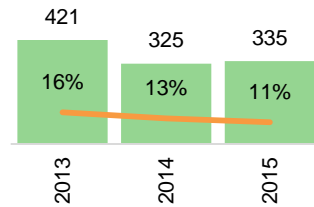
# South America

Cyclical capital business relies on new pulp projects. Services, board and tissue provide growth opportunities

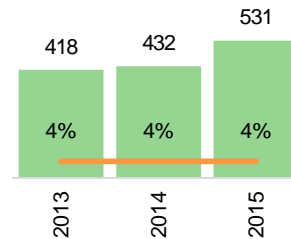
Orders received  
(EUR million and % of total)



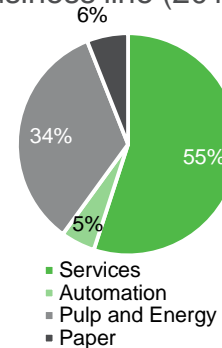
Net sales  
(EUR million and % of total)



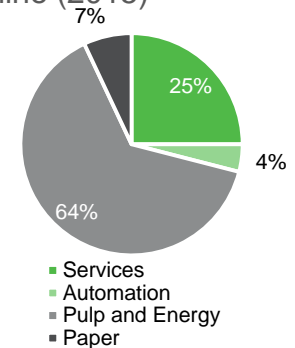
Employees  
(number and % of total)



Orders received by business line (2015)



Net sales by business line (2015)



## Market characteristics

- Cyclical capital business relies on new pulp projects
- Services, tissue and selected board applications provide growth opportunities
- Services growth potential through growing installed base and demand for more efficient customer operations
- Growing interest in optimization projects regarding e.g. energy, chemicals savings; efficiency of operations and availability of equipment

## Valmet's position and competition

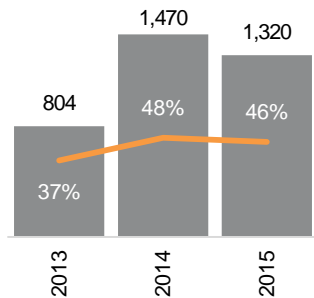
- Valmet has a strong position and installed basis in Pulp mills and Services
- Strong competition with local and global players in all businesses (Services, Pulp, Paper and Energy)
- Fierce competition with Andritz for large new pulp projects
- Local presence and solutions important

2013 figures on a carve-out basis. Automation business line figures included as of Q2/2015. Automation business line figures included as of Q2/2015.

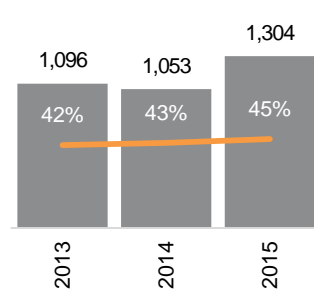
# EMEA

Valmet's largest and most important area with significant services and technology markets in all Valmet's businesses

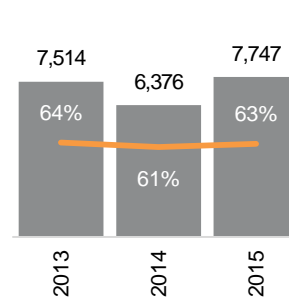
Orders received  
(EUR million and % of total)



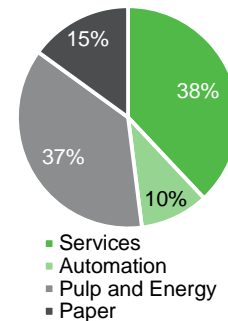
Net sales  
(EUR million and % of total)



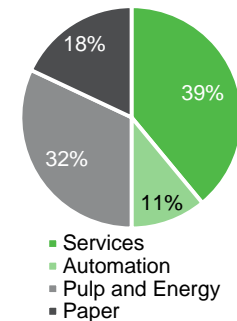
Employees  
(number and % of total)



Orders received by  
business line (2015)



Net sales by business  
line (2015)



## Market characteristics

- Valmet's largest and most important area with significant services and technology markets in all Valmet's businesses
- Large installed base to be served
- Growth opportunity in customer agreement-based business
- Declining printing and writing business, potential in conversions
- Capital project opportunities in board, pulp, tissue and bioenergy
- Uncertainties in regulation and low energy price postpone customers' decision making

## Valmet's position and competitors

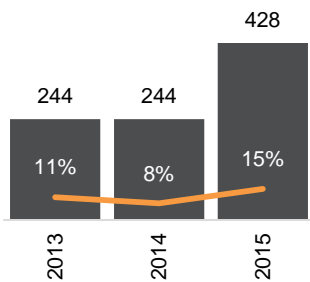
- Valmet has a strong position both in both capital business and services
- Small players have strengthened their offering through acquisitions

2013 figures on a carve-out basis. Automation business line figures included as of Q2/2015.

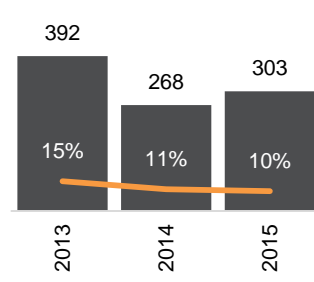
# China

## Capital business at new normal level, growth opportunities in Services

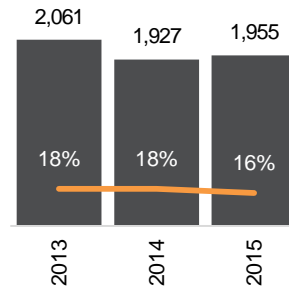
Orders received  
(EUR million and % of total)



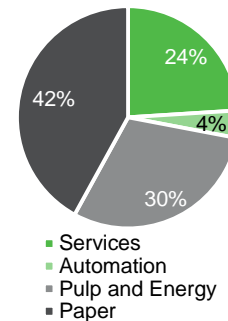
Net sales  
(EUR million and % of total)



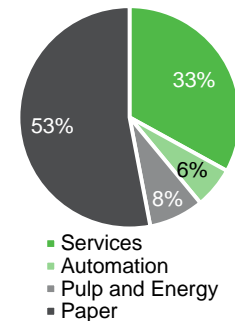
Employees  
(number and % of total)



Orders received by  
business line (2015)



Net sales by business  
line (2015)



### Market characteristics

- Market for capital projects flat and cyclical while services market growing
- Capital project opportunities in board and tissue, investments especially in lower-cost mid-sized machines and rebuilds
- Developing services market with growth potential through increasing installed base and aging machinery

### Valmet's position and competition

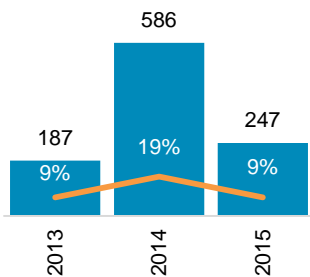
- Valmet has a strong position in Paper. Recent successes with modular board machine (OptiConcept M)
- Continued competition: new competitors in mid-size segment, local competitors strengthening through partnering with western companies
- Large Valmet-installed base

2013 figures on a carve-out basis. Automation business line figures included as of Q2/2015.

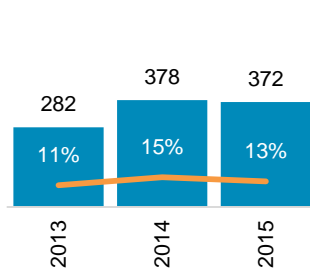
# Asia-Pacific

## Developing services market with growth potential

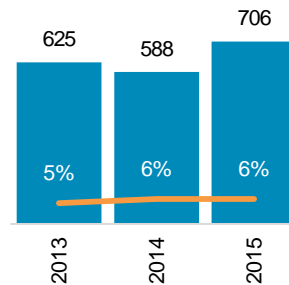
Orders received  
(EUR million and % of total)



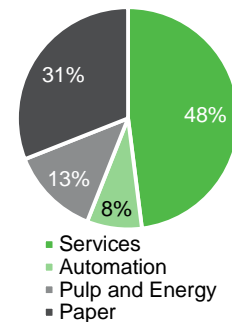
Net sales  
(EUR million and % of total)



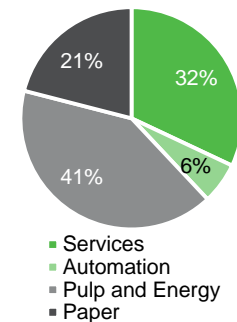
Employees  
(number and % of total)



Orders received by  
business line (2015)



Net sales by business  
line (2015)



### Market characteristics

- Increased investments in multifuel and plans for renewable energy development
- Capital project opportunities in energy and board through customers' portfolio changes or production line upgrades
- Developing services market with growth potential through capacity increases, larger installed base and higher market share

### Valmet's position and competition

- Valmet has strong market position and is increasing its local presence
  - New Technology center in Indonesia
- Competitors are growing their local presence

2013 figures on a carve-out basis. Automation business line figures included as of Q2/2015.



# Appendix

Shareholders and share price  
development

# Largest shareholders on November 30, 2016

Based on the information given by Euroclear Finland Ltd.

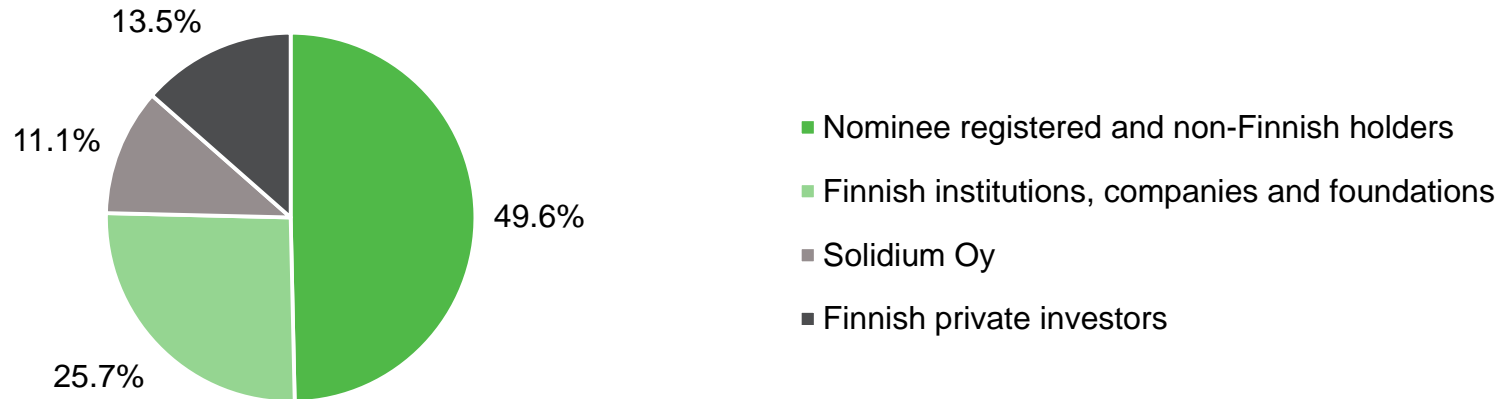
#	Shareholder name	Number of shares	% of shares and votes
1	Solidium Oy <sup>1</sup>	16,695,287	11.14%
2	Varma Mutual Pension Insurance Company	5,465,465	3.65%
3	Elo Pension Company	3,810,000	2.54%
4	Ilmarinen Mutual Pension Insurance Company	3,388,055	2.26%
5	Nordea Funds	2,355,595	1.57%
6	The State Pension Fund	1,545,000	1.03%
7	Keva	1,502,166	1.00%
8	OP Funds	1,356,350	0.91%
9	Danske Invest funds	1,272,599	0.85%
10	Odin Funds	956,740	0.64%
	10 largest shareholders, total	38,347,257	25.59%
	Other shareholders	111,517,362	74.41%
	Total	149,864,619	100.00%

## Flagging notifications

Date	Shareholder name	Number of shares	% of shares and votes
March 4, 2016	Cevian Capital Partners Ltd.	0	0.00%
June 9, 2015	Franklin Templeton Institutional, LLC	7,196,324	4.80%
February 13, 2015	Cevian Capital Partners Ltd.	10,323,191	6.89%
November 6, 2014	Nordea Funds Oy	7,240,716	4.83%
October 15, 2014	Franklin Templeton Institutional, LLC	7,517,629	5.02%
March 10, 2014	Cevian Capital Partners Ltd.	20,813,714	13.89%

1) A holding company that is wholly owned by the Finnish State

# Ownership structure on November 30, 2016



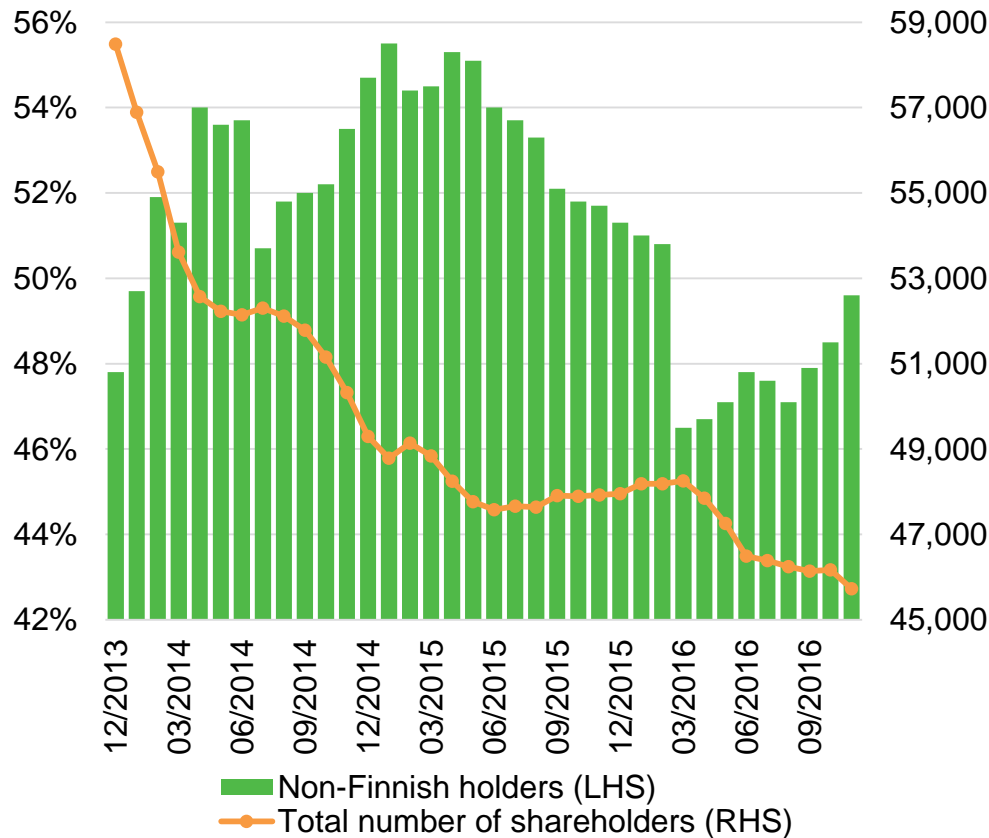
Sector	Number of shareholders	% of total shareholders	Number of shares	% of shares
Nominee registered and non-Finnish holders	300	0.7%	74,347,971	49.6%
Finnish institutions, companies and foundations	2,371	5.2%	38,572,644	25.7%
Solidium Oy <sup>1</sup>	0	0.0%	16,695,287	11.1%
Finnish private investors	43,051	94.2%	20,248,717	13.5%
<b>Total</b>	<b>45,722</b>	<b>100.0%</b>	<b>149,864,619</b>	<b>100.0%</b>

The ownership structure is based on the classification of sectors determined by Statistics Finland.

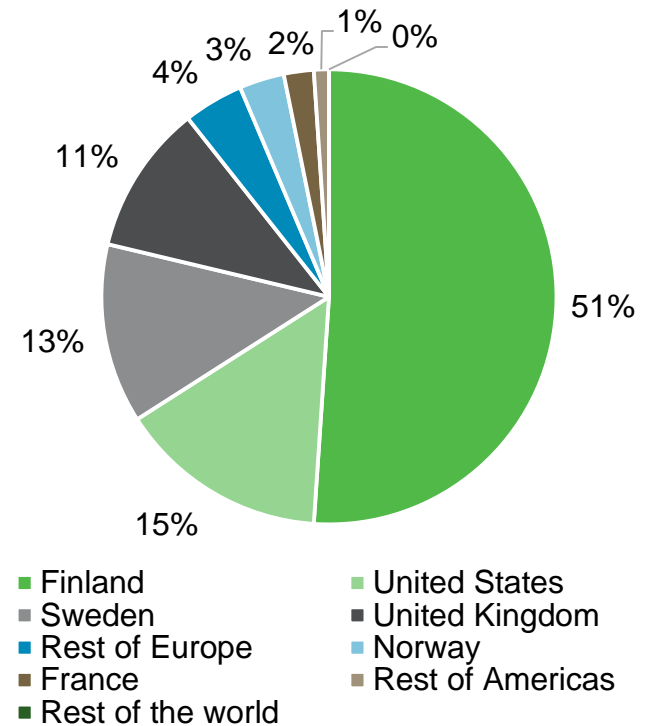
1) A holding company that is wholly owned by the Finnish State

# Share of non-Finnish holders and area split of shareholders

Share of non-Finnish holders and number of shareholders

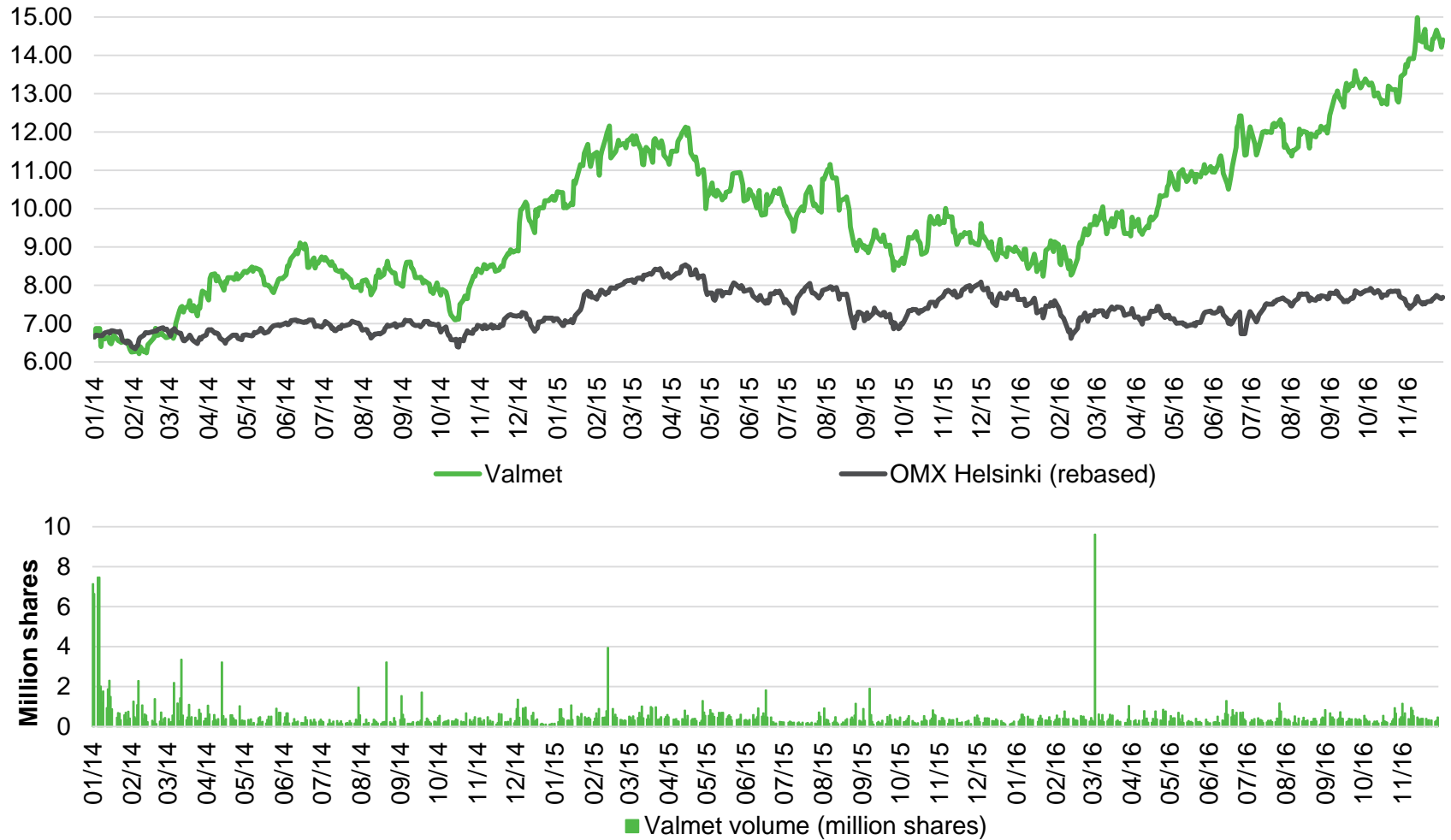


Approximate area split of shareholders





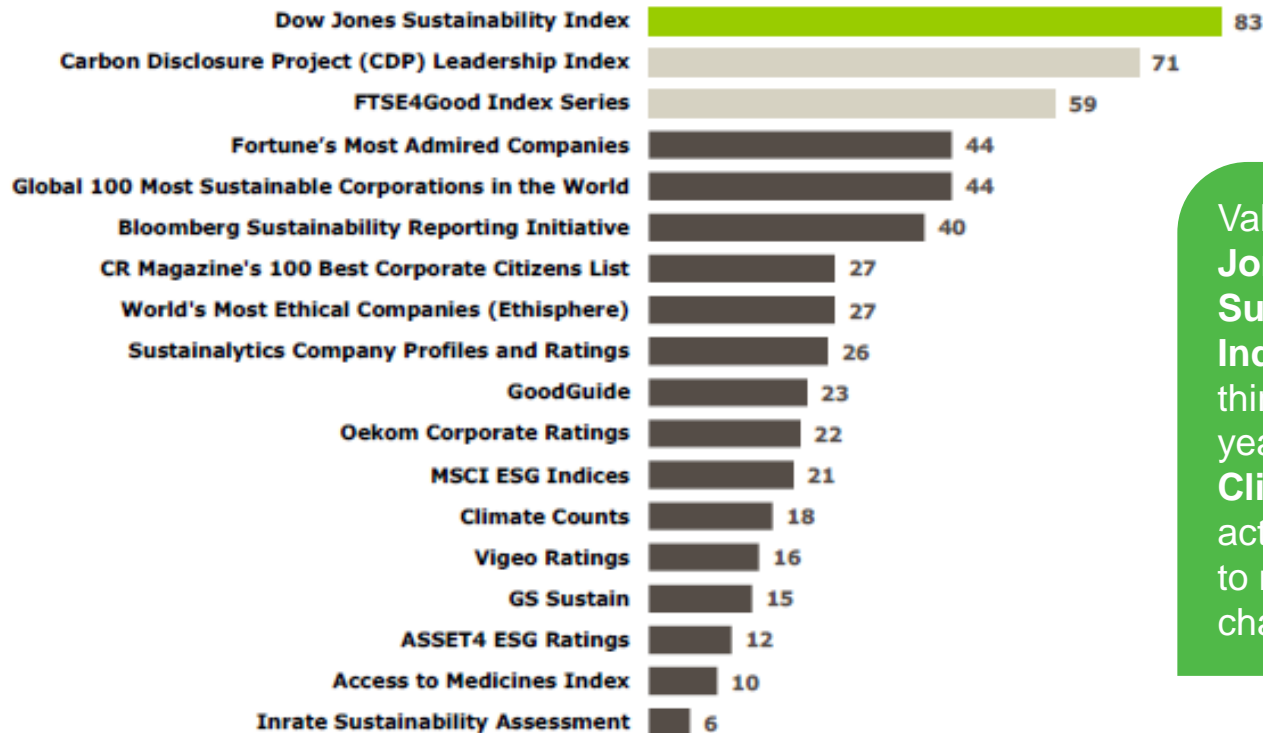
# Share price development and trading volume



# Recognition of Dow Jones and CDP

## DJSI: Most Recognized Sustainability Index

Which ratings and rankings are experts at least somewhat familiar with?



Valmet is in the **Dow Jones World Sustainability Index (DJSI)** for the third consecutive year and in **CDP's Climate A List** for actions and strategy to mitigate climate change

Source: SustainAbility (2013) "Rate the Raters 2013 – Polling the Experts"



# Appendix

## Offering

# Comprehensive life-cycle services offering and large customer base with significant potential

## Comprehensive life-cycle services offering



Over 2,000 customer mills and plants served globally

### Spare and wear parts

- All OEM spare parts and standard parts in Valmet deliveries
- Inventory management services and process parts, such as consumables and auxiliary products

### Fabrics

- Paper machinery clothing
- Filter fabrics used in the pulp and paper, mining and chemical industries and power plants for various filtration purposes as well as in commercial laundries

### Mill and plant improvements

- Plant upgrades
- Modifications and environmental improvements
- Troubleshooting
- Shutdown maintenance
- Maintenance outsourcing for the entire customer plant

### Roll and workshop services

- Maintenance services on rotating equipment: roll covers, spare rolls and roll upgrades
- Rebuilds for all manufacturers' board, tissue, pulp and paper machines
- Workshop services: pressure part manufacturing, boiler component services, parts to protect and enhance boiler performance and fiber equipment refurbishing

### Energy and environmental

- Services for evaporation plants, power and recovery boilers, and environmental equipment

# Our automation offering



## Advanced automation and process monitoring solutions and services:

- Distributed Control System (DCS) – Valmet DNA
- Performance solutions
- Quality Control System (QCS)
- Profilers
- Analyzers and measurements
- Industrial internet solutions
- Automation services
- Process simulators
- Safety systems and solutions

Over 4,500 automation systems and  
over 40,000 analyzers and measurements delivered

# Automation offering and market overview

	Scope/product	Market size	Market position in pulp and paper	Main competitors
<b>Distributed Control System (DCS)</b> 	<ul style="list-style-type: none"> <li>DCS for process and machines controls</li> <li>Condition monitoring</li> <li>Information management</li> <li>APC</li> </ul>	Pulp and paper DCS market: <ul style="list-style-type: none"> <li>EUR 900 million</li> </ul> Power DCS market: <ul style="list-style-type: none"> <li>EUR 700 million</li> </ul>	<b>#3</b>	<ul style="list-style-type: none"> <li>ABB</li> <li>Honeywell</li> <li>Emerson</li> <li>Siemens</li> <li>Yokogawa</li> </ul>
<b>Quality Management System</b> 	<ul style="list-style-type: none"> <li>QCS (Quality Control Systems)</li> <li>Profilers</li> <li>Web inspection and web break analysis systems</li> </ul>	Estimated market size: <ul style="list-style-type: none"> <li>&gt;EUR 200 million</li> </ul>	<b>#1-2</b>	<ul style="list-style-type: none"> <li>ABB</li> <li>Honeywell</li> <li>Voith</li> <li>Paperchine</li> <li>Procemex</li> <li>Cognex</li> <li>Isra</li> <li>Yokogawa</li> </ul>
<b>Analyzers and measurements</b> 	<ul style="list-style-type: none"> <li>Paper analyzers</li> <li>Pulp analyzers</li> <li>Pulp consistency measurements</li> <li>Conductivity measurements</li> <li>Power analyzers</li> </ul>	Estimated market size: <ul style="list-style-type: none"> <li>&lt;EUR 200 million</li> </ul>	<b>#1</b>	<ul style="list-style-type: none"> <li>ABB</li> <li>BTG</li> <li>PulpEye</li> </ul>

# Full scope offering for the pulp and paper industry

## Technologies

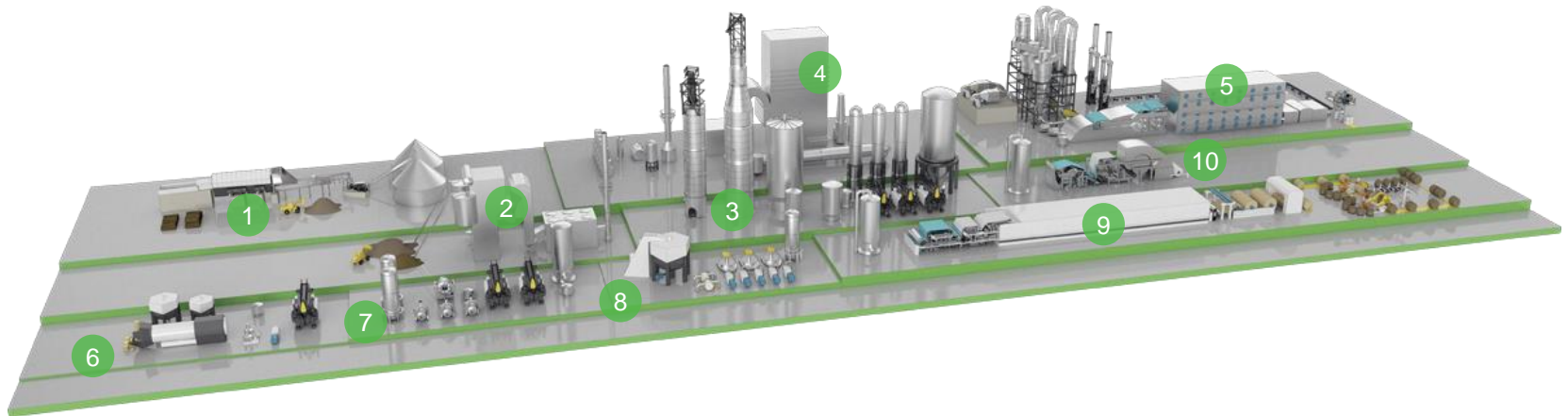
- 1 Wood handling
- 2 Heat and power production
- 3 Chemical pulping
- 4 Chemical recovery
- 5 Pulp drying
- 6 Recycled fiber
- 7 Mechanical fiber
- 8 Stock preparation
- 9 Board and paper making
- 10 Tissue making

## Automation

- Distributed Control System (DCS)
- Performance solutions
- Quality Control System (QCS)
- Profilers
- Analyzers and measurements
- Industrial internet solutions
- Automation services
- Process simulators
- Safety systems and solutions

## Services

- Mill and plant improvements
- Spare and wear parts
- Paper machine clothing and filter fabrics
- Roll services
- Services for evaporation plants, power and recovery boilers
- Services for environmental equipment



# Our offering for energy industry and biotechnologies

## Technologies

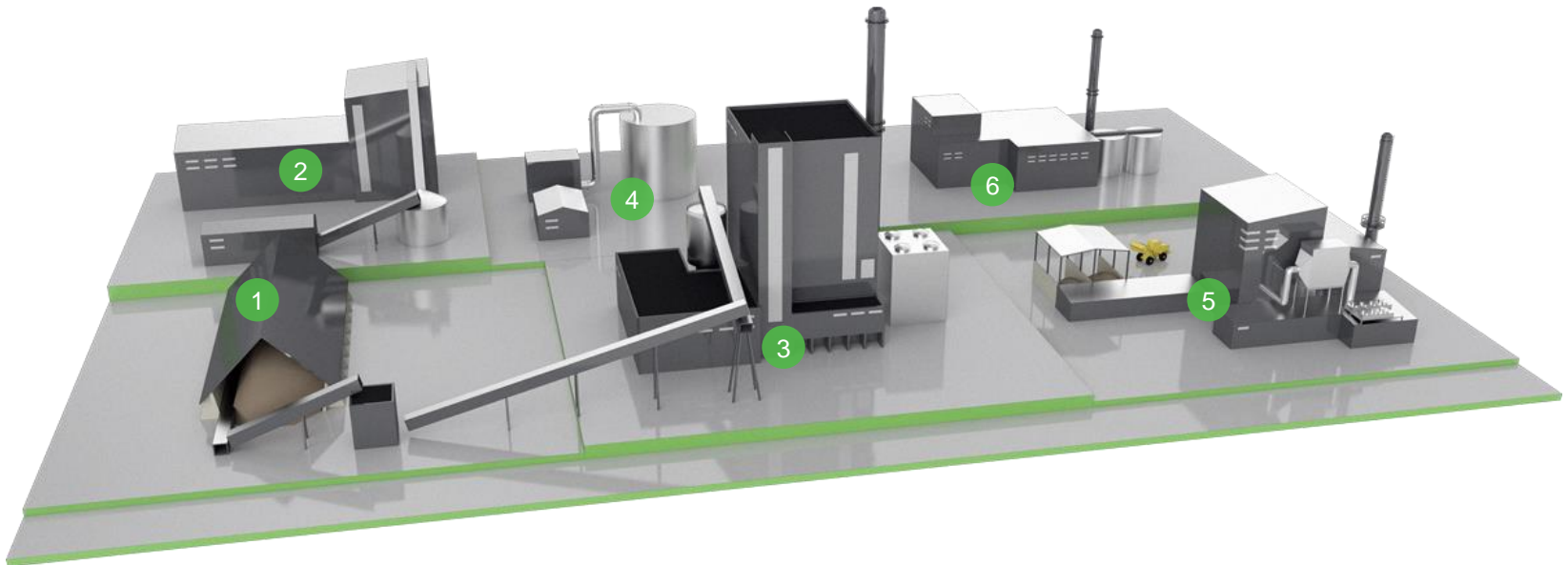
- 1 Fuel handling
- 2 Gasification
- 3 Boiler and flue gas cleaning
- 4 Bio-oil production
- 5 Modularized power plants
- 6 Prehydrolysis  
For biofuels, biomaterials and biochemicals, and bio coal production

## Automation

- Distributed Control System (DCS)
- Performance solutions
- Analyzers and measurements
- Industrial internet solutions
- Automation services

## Services

- Plant improvements
- Rebuilds
- Performance services
- Services for environmental equipment
- Components and spare parts
- Training





# Our pulp and energy technology offering



- Wood handling systems
- Cooking systems
- Complete fiber lines
- Pulp drying systems



- Evaporation systems
- Recovery islands



- Circulating fluidized bed boilers (CYMIC)
- Bubbling fluidized bed boilers (HYBEX)
- Biomass and waste gasification
- Oil and gas boilers
- Waste heat recovery
- Air pollution control systems



- Pyrolysis solutions for bio-oil production
- LignoBoost for lignin extraction
- Steam treated pellets production lines
- Biomass prehydrolysis for further refining to fuels or chemicals

300 complete fiber lines and 350 recovery islands delivered

400 boilers and environmental protection systems delivered

# Our paper technology offering



Board and paper

- Board and paper production lines
  - Recycled fiber lines
  - Tailor made OptiConcept machines
  - OptiConcept M modularized machines
- Rebuilds
  - Modernizations and grade conversions
- Stand-alone products
  - From stock preparation to roll handling

Over 1,600 board and paper machines delivered

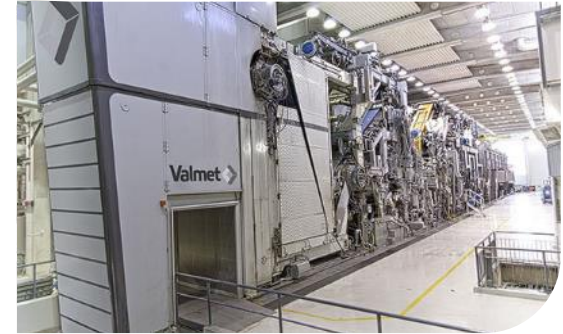


Tissue

- Tissue production lines
  - Advantage DCT
  - Advantage NTT
  - Advantage Thru Air (TAD)
- Rebuilds
- Stand-alone products
  - e.g. Yankee cylinders

Over 200 tissue lines delivered

# Continuous investment in research and development to improve customers' processes



## Customers' needs

- Increase production efficiency
- Improve competitiveness
- Maximize value of raw materials
- Widen raw material base
- Provide high-value end products
- Develop new innovations and technologies

## Valmet's R&D focus

- Modularized and standardized products
- Energy, water and raw material efficiency
- Automation technology
- Biomass conversion technologies

## Valmet's R&D resources

- Own R&D centers and pilot facilities
- Annual R&D spend about EUR 50 million
- Around 1,800 protected innovations
- Cooperation with universities and research institutions

# Example of our R&D work - OptiConcept M board and paper machine

- Cost-efficient, high-quality, safe and flexible board making concept
- Significant savings in energy, water and raw material use
  - Energy efficiency improvement up to 30%
- Modular and compact size
  - Short delivery times, quick start-ups, and less production space
- Functional design brings increased safety and accessibility
  - Design acknowledged in Finnish design competition in 2014





# Appendix

## Management

# Experienced Executive Team

## Corporate



**Pasi Laine**  
President and CEO  
Share ownership: 70,031



**Kari Saarinen**  
CFO  
Share ownership: 13,357



**Julia Macharey**  
SVP, Human Resources  
Share ownership: 8,779

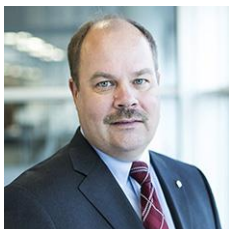


**Juha Lappalainen**  
SVP, Strategy and  
Operational Development  
Share ownership: 20,051

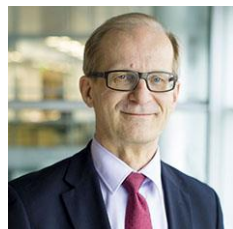


**Anu Salonsaari-Posti**  
SVP, Marketing &  
Communications  
Share ownership<sup>1</sup>: 5,914

## Business lines



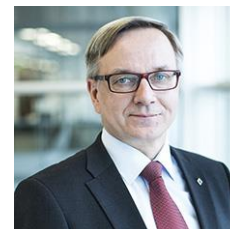
**Jukka Tiitinen**  
Business Line President,  
Services  
Share ownership<sup>2</sup>: 36,970



**Sakari Ruotsalainen**  
Business Line President,  
Automation  
Share ownership: 13,663



**Bertel Karlstedt**  
Business Line President,  
Pulp and Energy  
Share ownership: 16,704

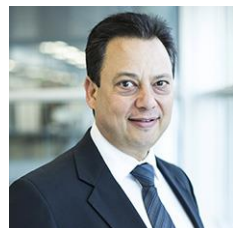


**Jari Vähäpesola**  
Business Line President,  
Paper  
Share ownership: 20,796

## Areas



**Dave King**  
Area President, North  
America  
Share ownership: N/A



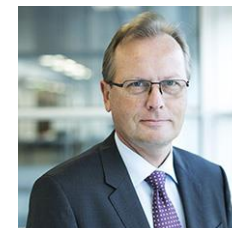
**Celso Tacla**  
Area President, South  
America  
Share ownership: 35,055



**Vesa Simola**  
Area President, EMEA  
Share ownership: 16,511



**Aki Niemi**  
Area President, China  
Share ownership: 18,737



**Hannu T. Pietilä**  
Area President, Asia-Pacific  
Share ownership: 19,103

1) Includes 100 shares in Valmet owned by Ms. Salonsaari-Posti's family members  
2) Includes 100 shares in Valmet owned by Mr. Tiitinen's family members

# Board of Directors



**Bo Risberg**  
(b. 1956)  
Chairman of the Board  
Swedish citizen

- BSc (Mech. Eng), MBA
- Selected experience:
  - CoB of Piab Group Holding
  - Vice CoB of Grundfos A/S and IMD
  - Member of the BoD of Norstjernan AB and Trelleborg AB
- Share ownership: 7,663
- Independent of company: Yes
- Independent of owners: Yes



**Mikael Von Frenckell**  
(b. 1947)  
Vice Chairman of the Board  
Finnish citizen

- M.Sc. (Soc.)
- Selected experience:
  - Member of the BoD of Antti Ahlströmin Perilliset Oy, Sponsor Capital Oy and Sponsor Capital Partners Oy
- Share ownership: 110,234
- Independent of company: Yes
- Independent of owners: Yes



**Aaro Cantell**  
(b. 1964)  
Board member  
Finnish citizen

- M.Sc. (Tech.)
- Selected experience:
  - CoB of Normet Group Oy, VTT Technical Research Centre of Finland Ltd and Affecto Oyj
  - Member of the BoD of Federation of Finnish Technology Industries
- Share ownership: 1,796
- Independent of company: Yes
- Independent of owners: Yes



**Lone Fønss Schrøder**  
(b. 1960)  
Board member  
Danish citizen

- M.Sc. (Econ.), Accounting; LL.M.
- Selected experience:
  - Member of the BoD of Saxobank A/S, Volvo PV AB, Schneider SE, Bilfinger Berger SE, INGKA Holding B.V. (IKEA Group), Akastor ASA, Canada Steamship Lines, Credit Suisse London
- Share ownership: 7,480
- Independent of company: Yes
- Independent of owners: Yes



**Friederike Helfer**  
(b. 1976)  
Board member  
Austrian citizen

- MSc in Real Estate Development, Diplom-Ingenieur in Urban Planning, CFA charterholder
- Selected experience:
  - Partner at Cevian Capital, joined Cevian Capital in 2008
  - Engagement Manager at McKinsey (2004–2008)
- Share ownership: 5,983
- Independent of company: Yes
- Independent of owners: Yes



**Jouko Karvinen**  
(b. 1957)  
Board member  
Finnish citizen

- M.Sc. (Tech.)
- Selected experience:
  - Member of the BoD of Nokia Oyj, SKF AB, Foundation Board and Supervisory Board of IMD business school and International Advisory Board of Komatsu Corporation of Japan
- Share ownership: 1,796
- Independent of company: Yes
- Independent of owners: Yes



**Tarja Tyni**  
(b. 1957)  
Board member  
Finnish citizen

- LL.M.
- Selected experience:
  - CoB of Innova Oy and Mandatum Life Investment Services Ltd
  - Member of the BoD Euroben Life & Pension Limited
- Share ownership: 1,796
- Independent of company: Yes
- Independent of owners: Yes



**Rogério Ziviani**  
(b. 1956)  
Board member  
Brazilian citizen

- BSc in Business Management, MBA
- Selected experience:
  - Member of the BoD Innovatech Negócios Florestais
- Share ownership: 5,983
- Independent of company: Yes
- Independent of owners: Yes

