

The image shows two men in a factory environment. They are wearing white hard hats with the Valmet logo and clear safety glasses. They are dressed in high-visibility green work jackets with dark grey accents and Valmet logos. They are both looking intently at a large white document or blueprint that is being held up. The background is filled with industrial machinery, pipes, and structural elements of a factory, with bright overhead lighting. A large, semi-transparent white graphic element, resembling a stylized 'V' or a large arrow, is overlaid on the left side of the image.

Valmet – unique offering with
process technology, automation
and services

Roadshow presentation
April 2017

Agenda

Valmet roadshow presentation

1 Valmet in brief

2 Investment highlights

3 Financials

4 Conclusion



Valmet in brief

Key figures in 2016

Stable business net sales EUR 1.5 billion

Orders received
EUR 3,139 million

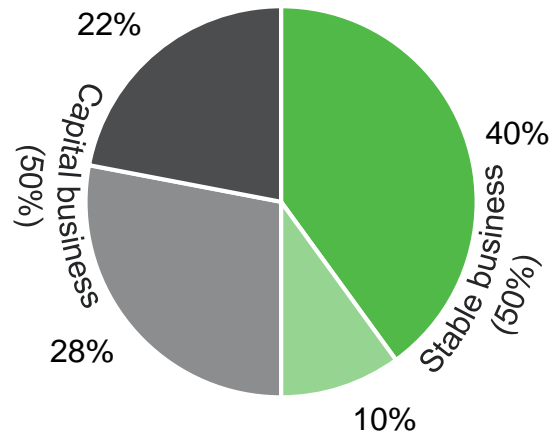
Net sales
EUR 2,926 million

Comparable EBITA
EUR 196 million

Comparable EBITA margin
6.7%

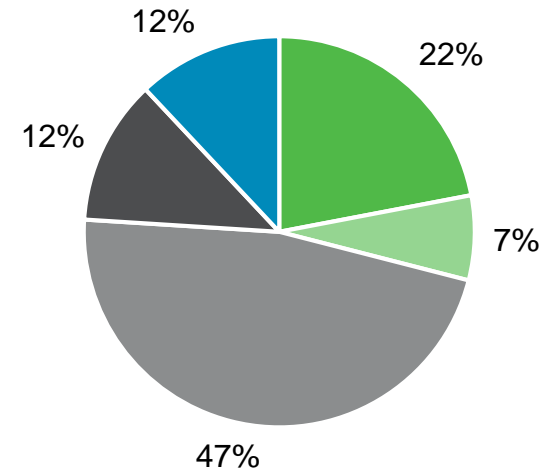
Employees (on Dec 31, 2016)
12,012

Net sales by business line



- Services
- Automation
- Pulp and Energy
- Paper

Net sales by area



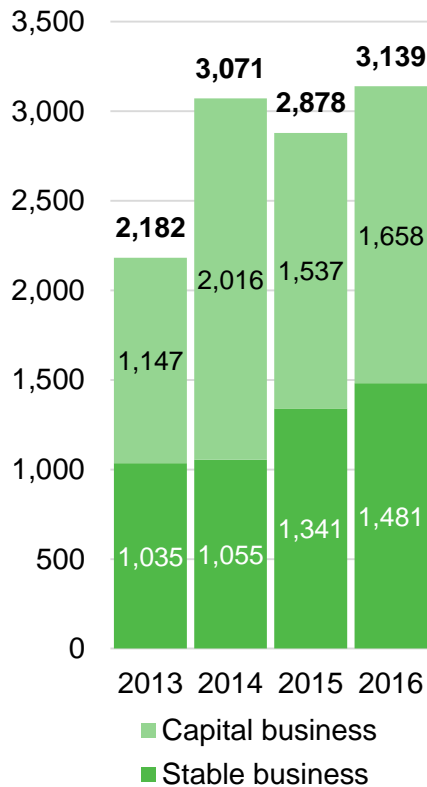
- North America
- South America
- EMEA
- China
- Asia-Pacific

Stable business = Services and Automation business lines
Capital business = Pulp and Energy, and Paper business lines

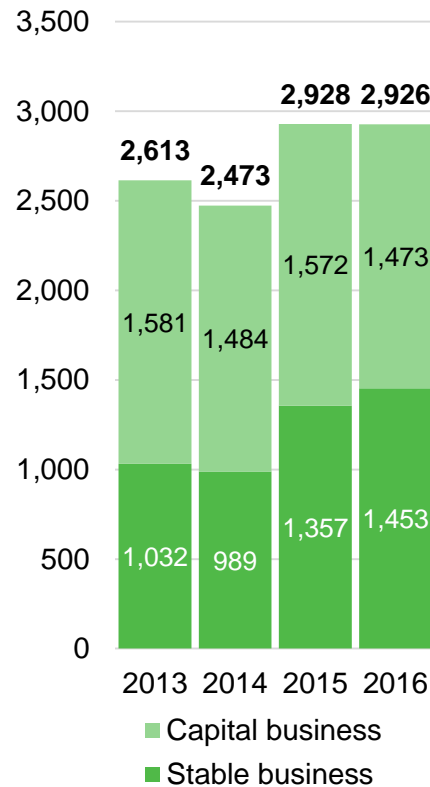
Valmet's development

New Comparable
EBITA target 8–10%
from 2017 onwards

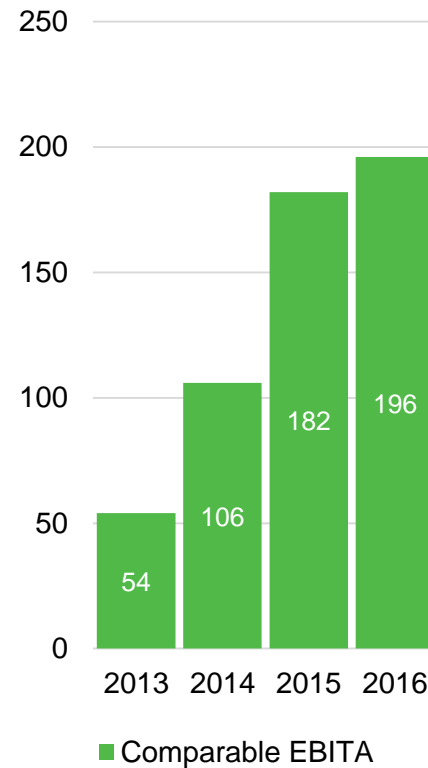
Orders received
(EUR million)¹



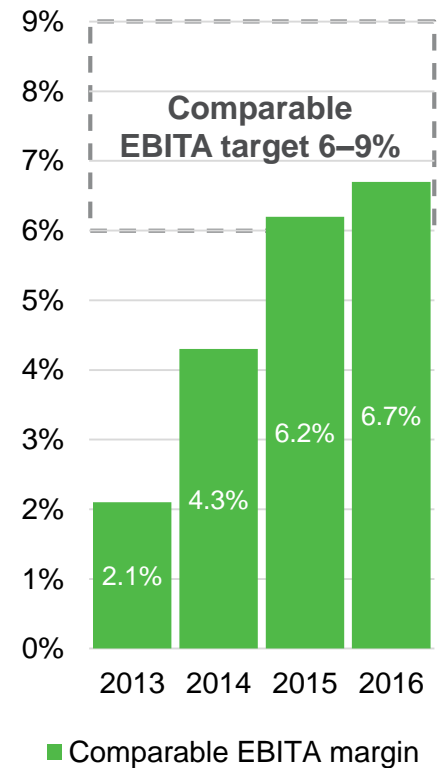
Net sales
(EUR million)¹



Comparable EBITA
(EUR million)¹



Comp. EBITA margin
(%)¹



1) 2013 figures on carve-out basis
Stable business = Services and Automation business lines
Capital business = Pulp and Energy, and Paper business lines



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

 1,274

China

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

 1,697

South America

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

 542

EMEA

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

 7,806

Asia-Pacific

- 10 service centers
- 16 sales offices

 693

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

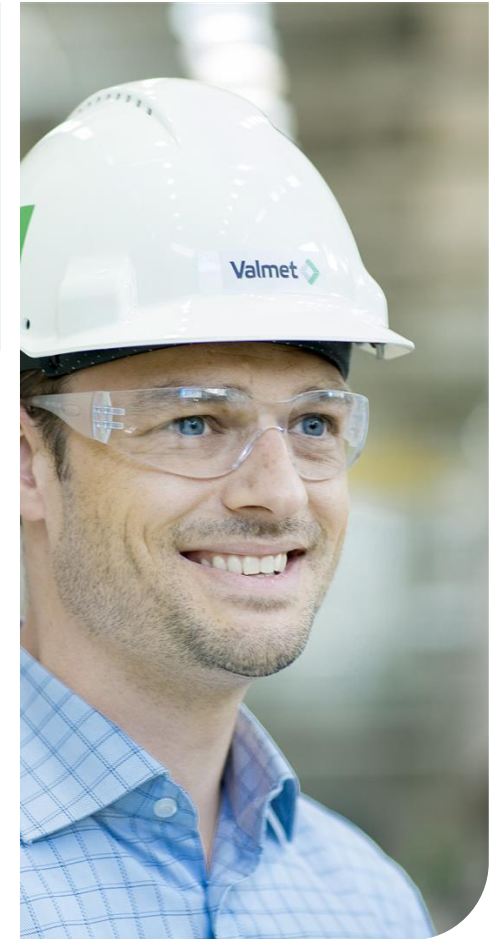
research and
development
centers

EUR **64** million

R&D spending
in 2016

~1,500

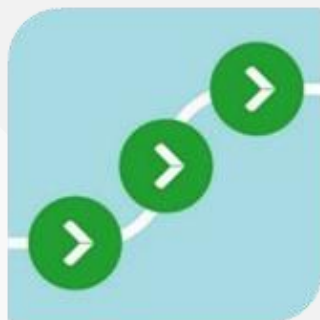
protected
inventions



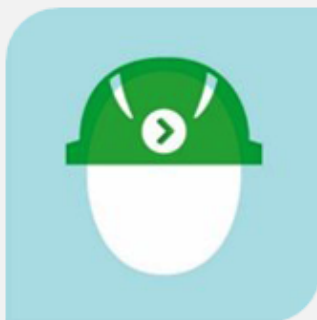
Sustainability360° agenda

Contributing to business growth

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



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, in CDP's Climate A List for actions and strategy to mitigate climate change and in Ethibel Sustainability Index (ESI) Excellence Europe.
- 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 LTIF¹ (2.3 vs. 3.3 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).

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), ROCE¹: 15–20%

Dividend policy



- Dividend payout at least 50% of net profit



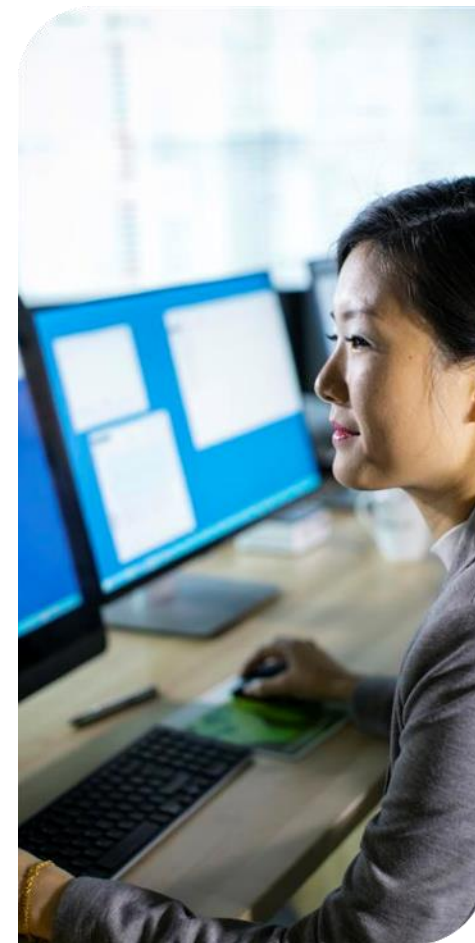
1) $ROCE \text{ (pre-tax)} = (\text{profit before taxes} + \text{interests and other financial expenses}) / (\text{balance sheet total} - \text{non-interest-bearing liabilities})$



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

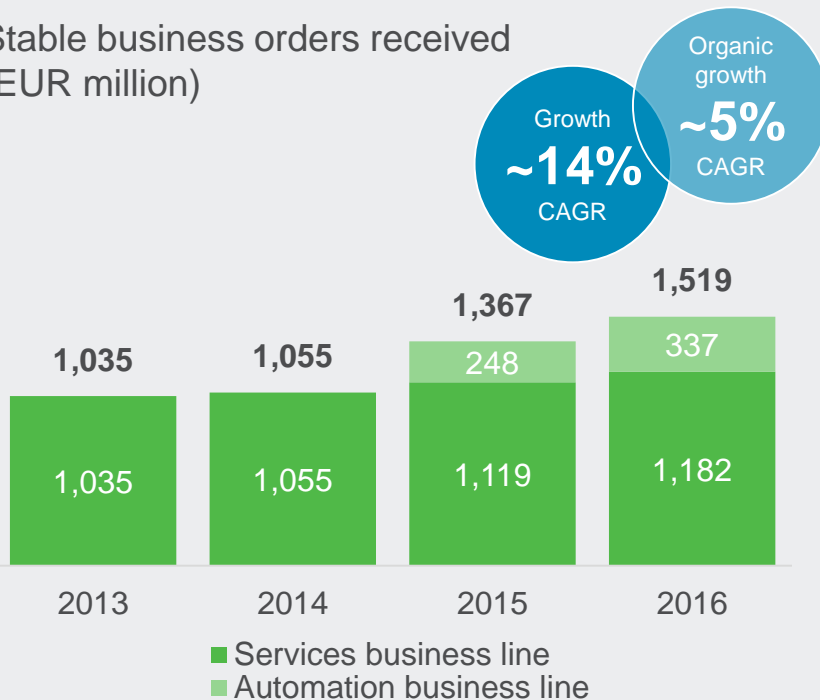


● Estimated market size for current offering (EUR)
 ● Anticipated long-term market growth
 Market drivers
 % of net sales (2016)

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

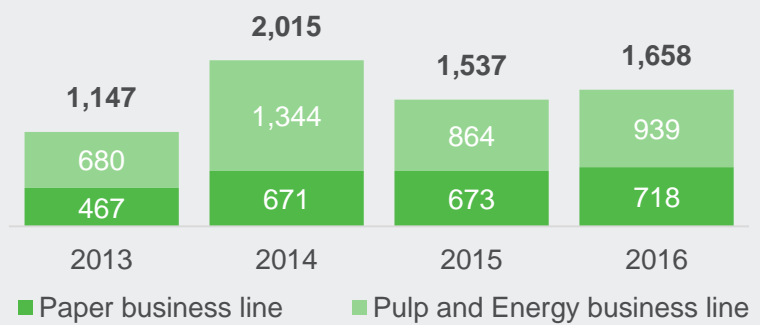
- Strengthening the presence close to customers
- Continuous flow of new products

Automation

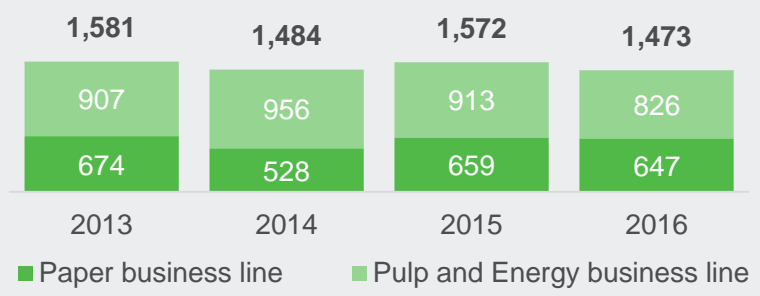
- Market share increase via competitor replacements in Automation
- Capitalizing Valmet level synergies

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

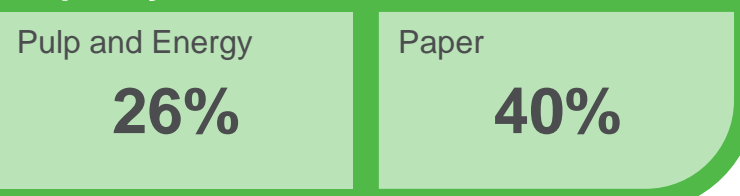
Pulp and Energy business line

- 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 (2016)



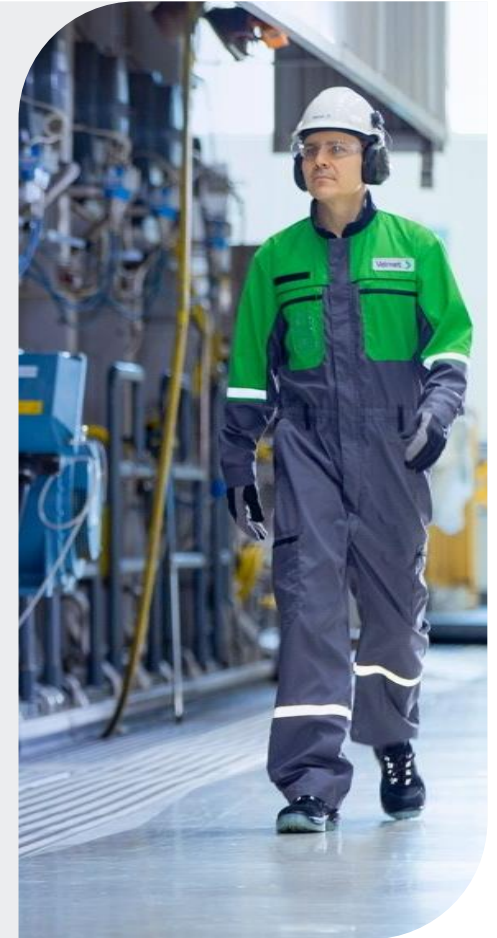
Continuous systematic development

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

- 12 OptiConcept M machines sold
- 9 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	Q4/2016	Q4/2015	Change	2016	2015	Change
Orders received	857	793	8%	3,139	2,878	9%
Order backlog ¹	2,283	2,074	10%	2,283	2,074	10%
Net sales	785	854	-8%	2,926	2,928	0%
Comparable EBITA	56	63	-10%	196	182	7%
% of net sales	7.2%	7.3%		6.7%	6.2%	
EBITA	48	52	-8%	183	157	17%
Operating profit (EBIT)	40	41	-3%	147	120	23%
% of net sales	5.1%	4.9%		5.0%	4.1%	
Earnings per share, EUR	0.10	0.18	-48%	0.55	0.51	7%
Return on capital employed (ROCE), before taxes				12%	12%	
Cash flow provided by operating activities	88	64	38%	246	78	>100%
Gearing ¹				6%	21%	

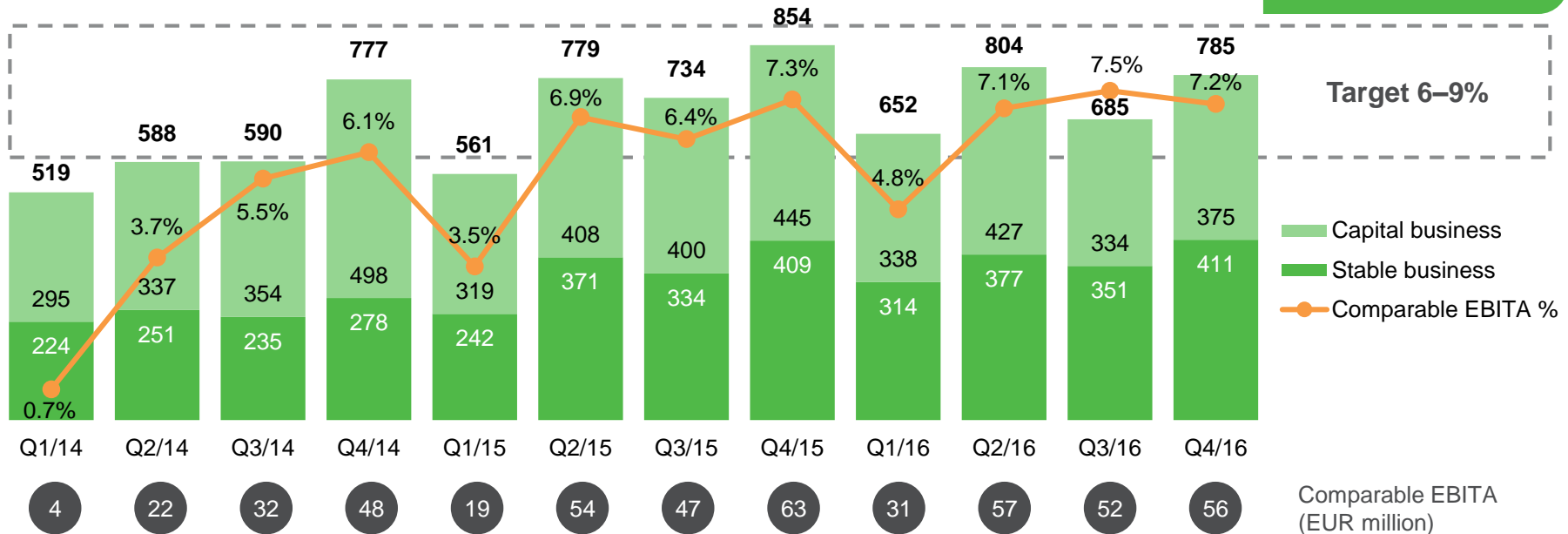
Items affecting comparability: EUR -8 million in Q4/2016 (EUR -10 million in Q4/2015), EUR -13 million in 2016 (EUR -26 million in 2015)

1) At the end of period

Comparable EBITA margin development

Net sales and Comparable EBITA (EUR million and %)

New target 8–10%
from 2017 onwards



- Net sales and Comparable EBITA decreased compared with Q4/2015
 - Profitability decreased due to a loss of EUR 17 million incurred in a pulp mill rebuild project

Guidance and short-term market outlook

Guidance for 2017

Guidance for 2017



Valmet estimates that net sales in 2017 will remain at the same level as in 2016 (EUR 2,926 million) and Comparable EBITA in 2017 will increase in comparison with 2016 (EUR 196 million).

Short-term market outlook

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

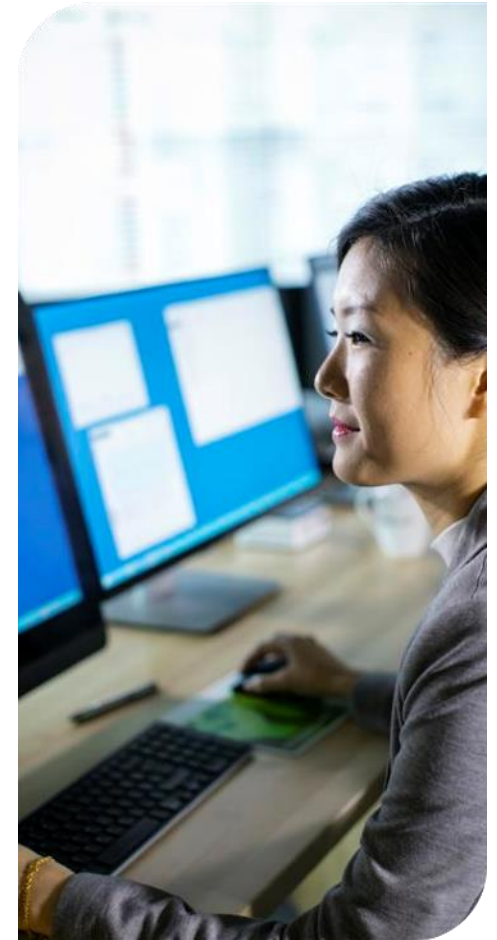
The short-term market outlook is given for the next six months from the ending of the respective quarter.



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**
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- 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

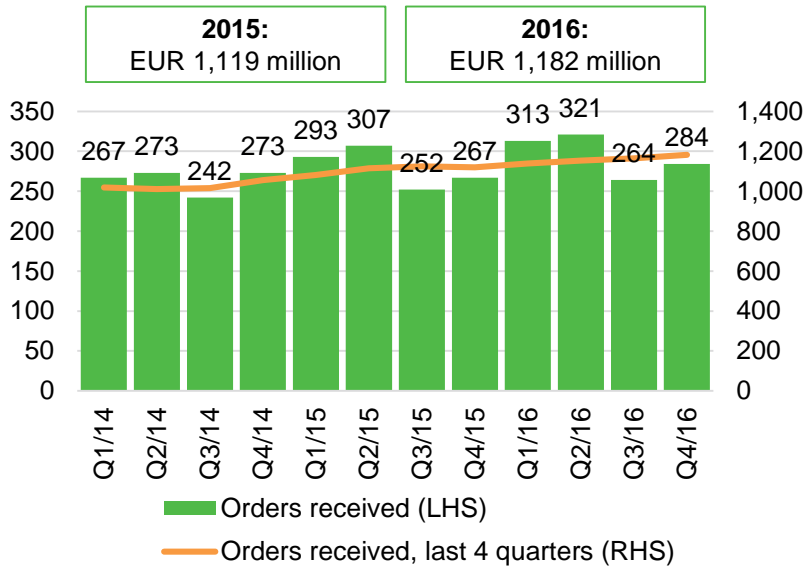


Appendix

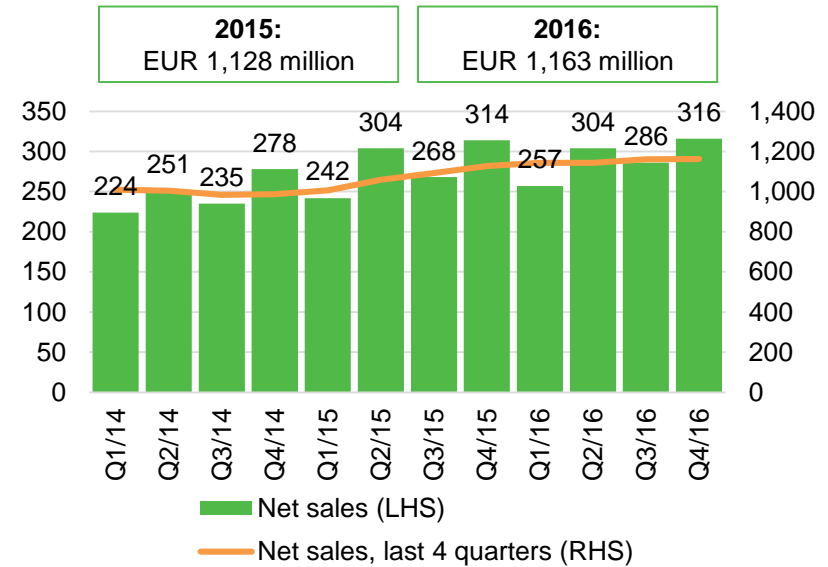
Financials

Orders received EUR 1,182 million in Services in 2016

Orders received (EUR million)



Net sales (EUR million)

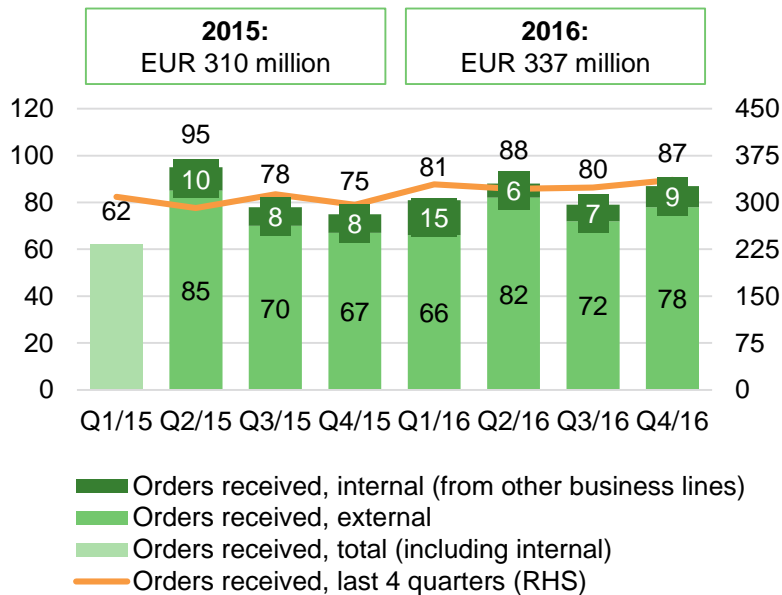


- Orders received increased compared with Q4/2015
 - Orders received increased in EMEA, China, and Asia-Pacific and decreased in North America and South America
 - Orders received increased in Mill Improvements, Fabrics, and Rolls and remained at the previous year's level in Performance Parts and Energy and Environmental
- Net sales remained stable compared with Q4/2015

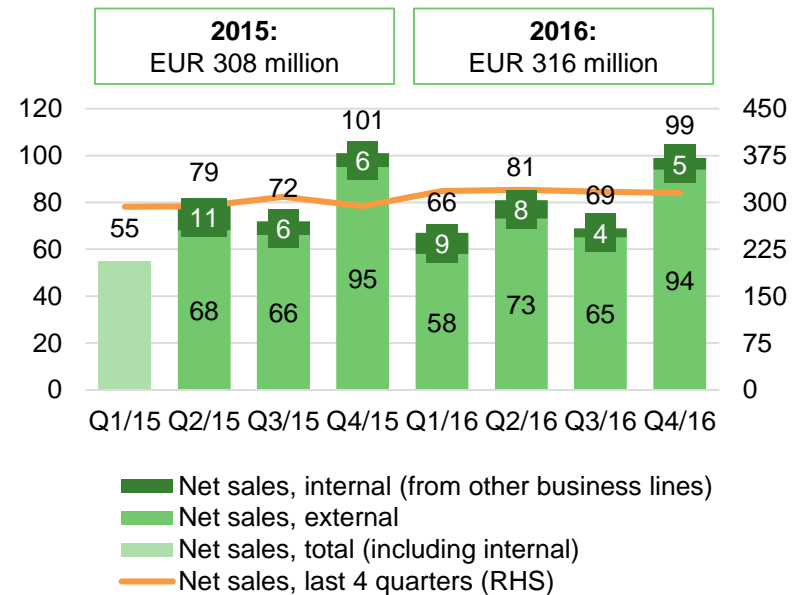


Orders received totaled to EUR 337 million in Automation in 2016

Orders received¹ (EUR million)



Net sales¹ (EUR million)



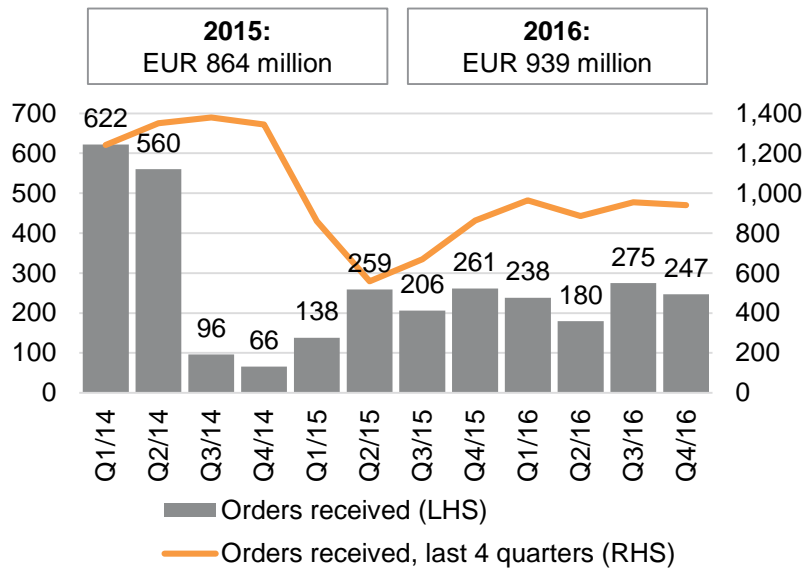
- Orders received increased compared with Q4/2015
 - Orders received increased in Asia-Pacific, North America and China and remained at the previous year's level in South America and EMEA
 - Orders received increased in both Pulp and Paper, and Energy and Process
- Net sales remained stable compared with Q4/2015



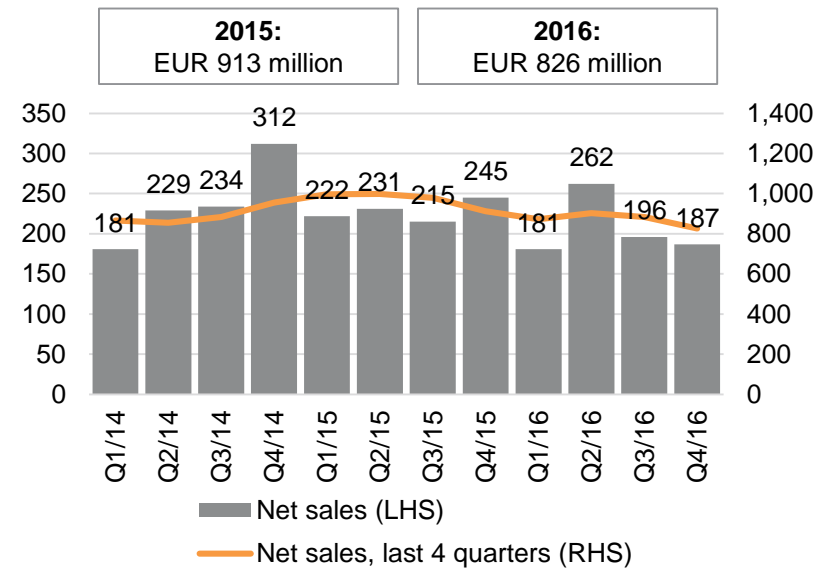
1) Q1/2015 orders received and the underlying figures for 'Orders received, last 4 quarters' and 'Net sales, last 4 quarters' are calculated based on Metso's reported figures and pro forma figures excluding Process Automation Systems and are therefore indicative only.

Orders received EUR 939 million in Pulp and Energy in 2016

Orders received (EUR million)



Net sales (EUR million)

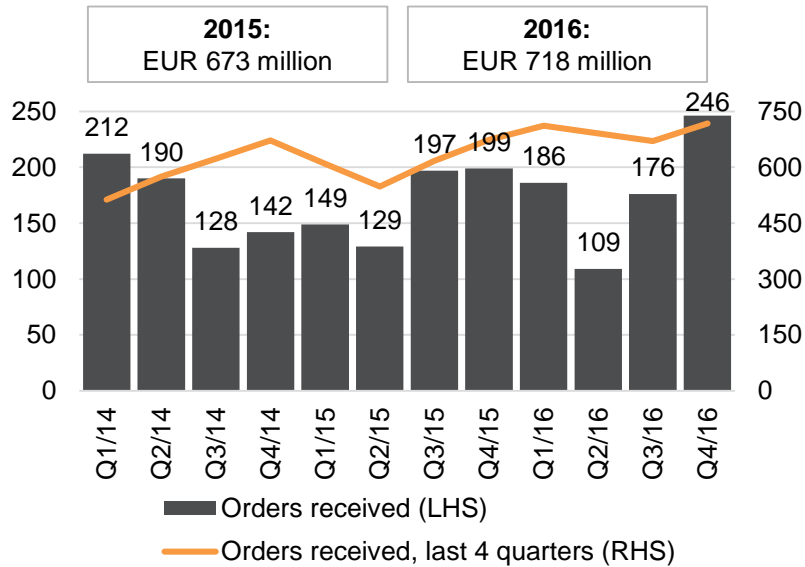


- Orders received decreased compared with Q4/2015
 - Orders received increased in Asia-Pacific, China and South America and decreased in North America and EMEA
 - Orders received increased in Energy and decreased in Pulp
- Net sales decreased compared with Q4/2015

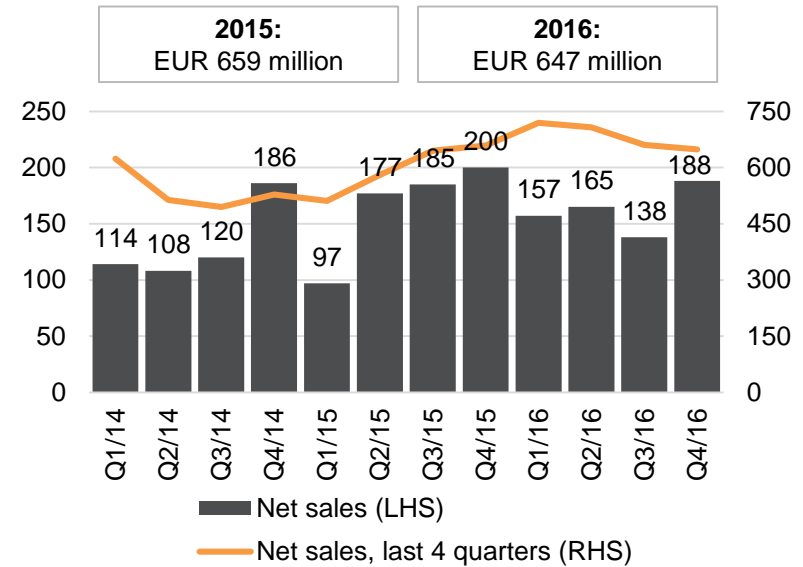


Orders received EUR 718 million in Paper in 2016

Orders received (EUR million)



Net sales (EUR million)

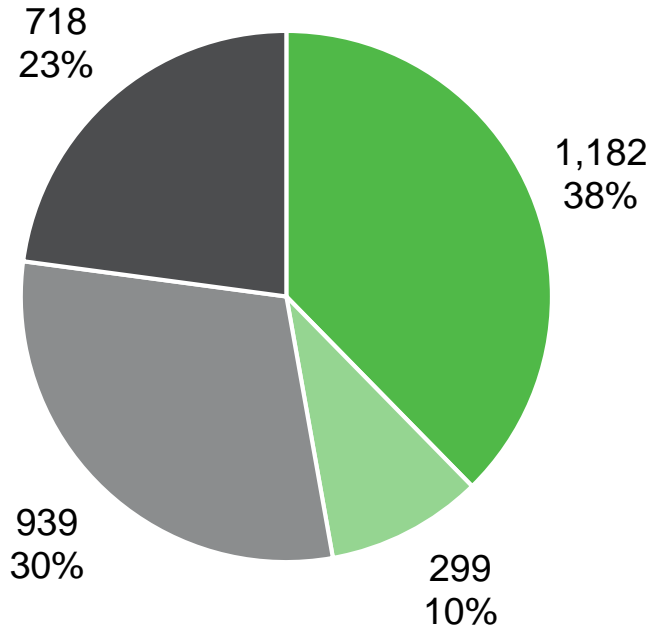


- Orders received increased compared with Q4/2015
 - Orders received increased in North America, China, Asia-Pacific and South America and decreased in EMEA
 - Orders received increased in both Board and Paper, and Tissue
- Net sales decreased compared with Q4/2015

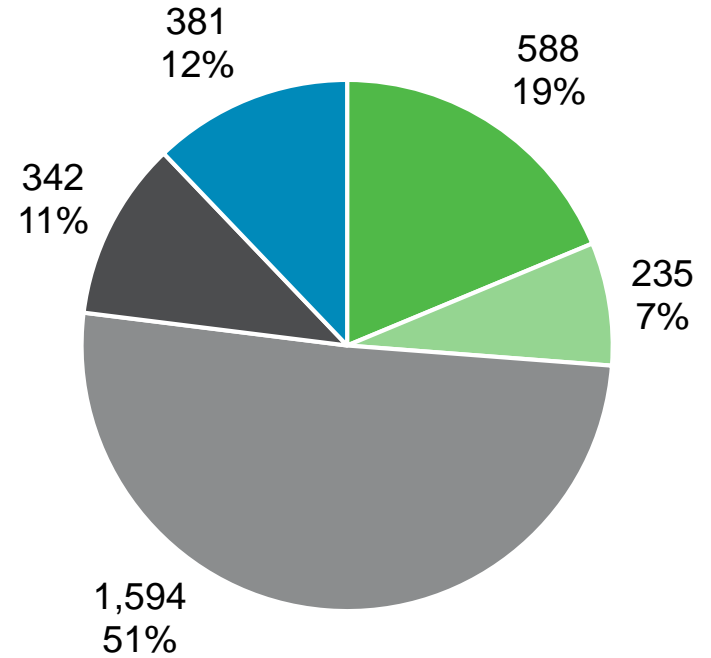


2016 orders received split

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 (2016)

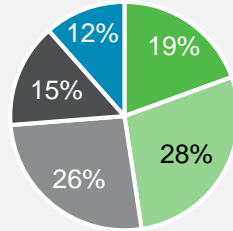


Net sales split, Valmet (2016)

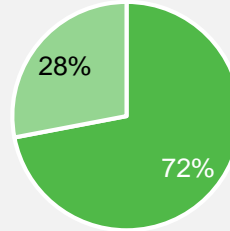


Stable business

Services



Automation

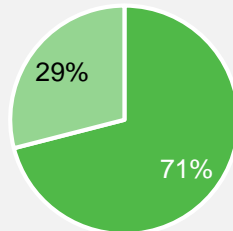


- Rolls
- Mill Improvements
- Performance Parts
- Fabrics
- Energy and Environmental

- Pulp and Paper
- Energy and Process

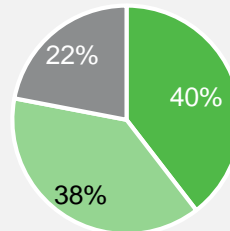
Capital business

Pulp and Energy

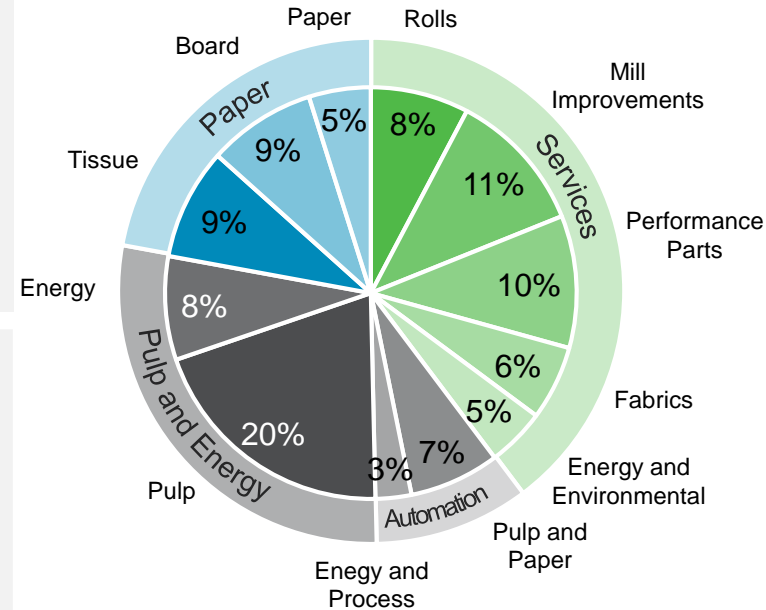


- Pulp
- Energy

Paper



- Tissue
- Board
- Paper



Net sales split, by area

Net sales split, areas (2016)

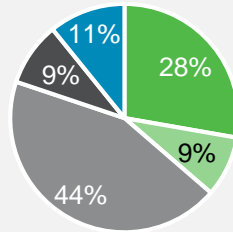


Net sales split, Valmet (2016)



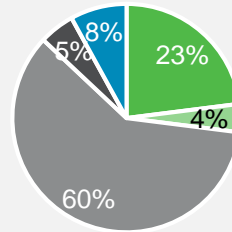
Stable business

Services



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

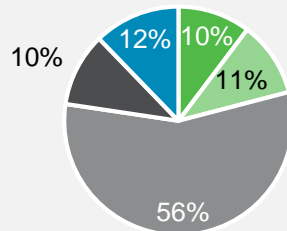
Automation



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

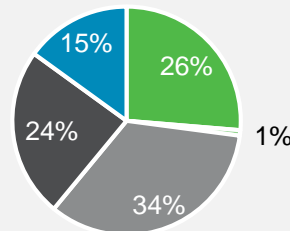
Capital business

Pulp and Energy

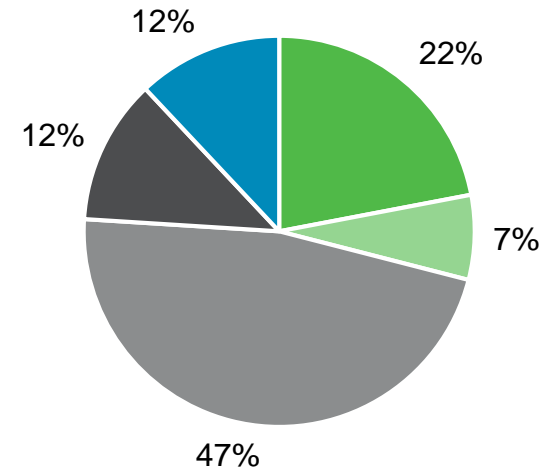


- North America
- South America
- EMEA
- China
- Asia-Pacific

Paper



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



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

Announced orders in H1/2017

Date	Booked quarter	Description	Business line	Country	Value
Jan 3	Q4	Modernization of a flue gas desulphurization (FGD) at a combined heat and power (CHP) plant	Pulp and Energy	Poland	Not disclosed. The value of a project of this size and scope is typically around EUR 2 million.
Jan 11	Q4	Automation technology to a waste-to-energy facility	Automation	United Kingdom	Not disclosed ¹
Jan 18	Q4	New evaporation plant, a combustion plant for gases generated in the production process and related automation systems for a pulp and paper mill	Pulp and Energy	Russia	Not disclosed. The value of an order of this type is typically valued around EUR 40 million.
Jan 23	Q4	Three board machine rebuilds	Paper	North America	Not disclosed. The combined value of these types of orders is typically valued at EUR 20-30 million.
Feb 9	Q1	Paper machine rebuild	Paper	USA	Not disclosed. The value of an order of this type is typically EUR 60-70 million.
Feb 14	Q4	Online condition monitoring system	Automation	China	Not disclosed ¹
Feb 28	Q1	Paper machine rebuild	Paper	Netherlands	Not disclosed.
Mar 2	Q4	Evaporation line	Pulp and Energy	South Africa	Not disclosed. The value of an order of this type is typically below EUR 10 million.
Mar 8	Q4	Two containerboard production lines and related automation systems	Paper	China	Not disclosed. The value of an order of this type and scale is typically valued around EUR 110-130 million.
Mar 9	Q1	Multifuel power boiler and a flue gas cleaning system	Pulp and Energy	Japan	Not disclosed. The value of this kind of a delivery is usually around EUR 50 million.
Mar 14	Q4	Automation for a RoPax vessel	Automation	Finland	Not disclosed ¹
Mar 21	Q4	Total solids measurement technology	Automation	China	Not disclosed
Mar 22	Q1	Winder to a board machine	Paper	China	Not disclosed. The value of an order of this type and scope is typically around EUR 5-10 million.
Mar 28	Q1	Biomass-fired boiler and a flue gas cleaning system	Pulp and Energy	Japan	Not disclosed. The value of an order of this type and scope is typically around EUR 30-45 million.

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

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 ¹
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 ¹
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

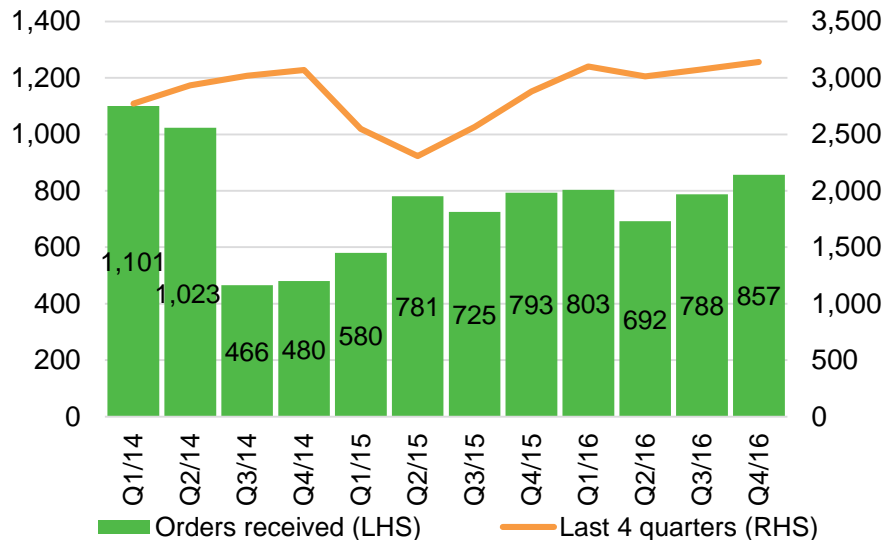
Announced orders in H2/2016

Date	Booked quarter	Description	Business line	Country	Value
Jul 1	Q1	Automation technology	Automation	Malaysia	Not disclosed ¹
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 ¹
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.
Dec 14	Q3	Capacity increase update for a board machine	Paper	Spain	Not disclosed. The value of an upgrade of this scope is usually valued around EUR 4 million excluding the paper machine clothing agreement.
Dec 16	Q4	Key technology for a new green field dissolving pulp mill	Pulp and Energy	Laos	Around EUR 20 million.
Dec 28	Q3	Automation system	Automation	Finland	Not disclosed
Dec 29	Q3	Defibrator system for a fiberboard line	Pulp and Energy	China	Not disclosed. The value of an order of this type is typically EUR 1.5-5 million.
Dec 30	Q3	White liquor pressure disc filter for a pulp mill	Pulp and Energy	Japan	Not disclosed. The value of this kind of an order is typically less than EUR 5 million.

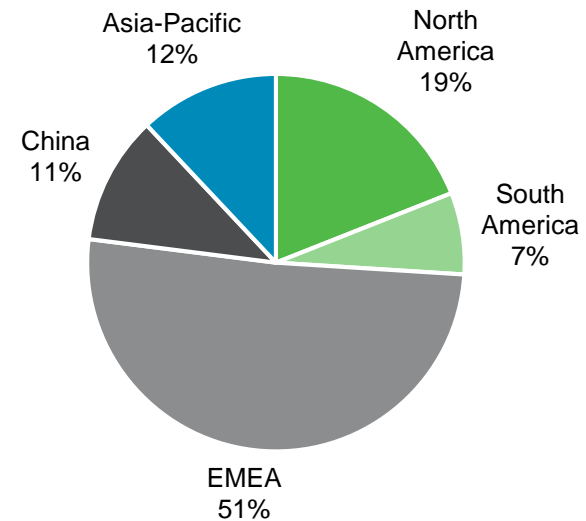
1) Typically the order value of automation system deliveries ranges from below EUR 1 million to EUR 3 million

Orders received increased to EUR 3,139 million in 2016

Orders received (EUR million)



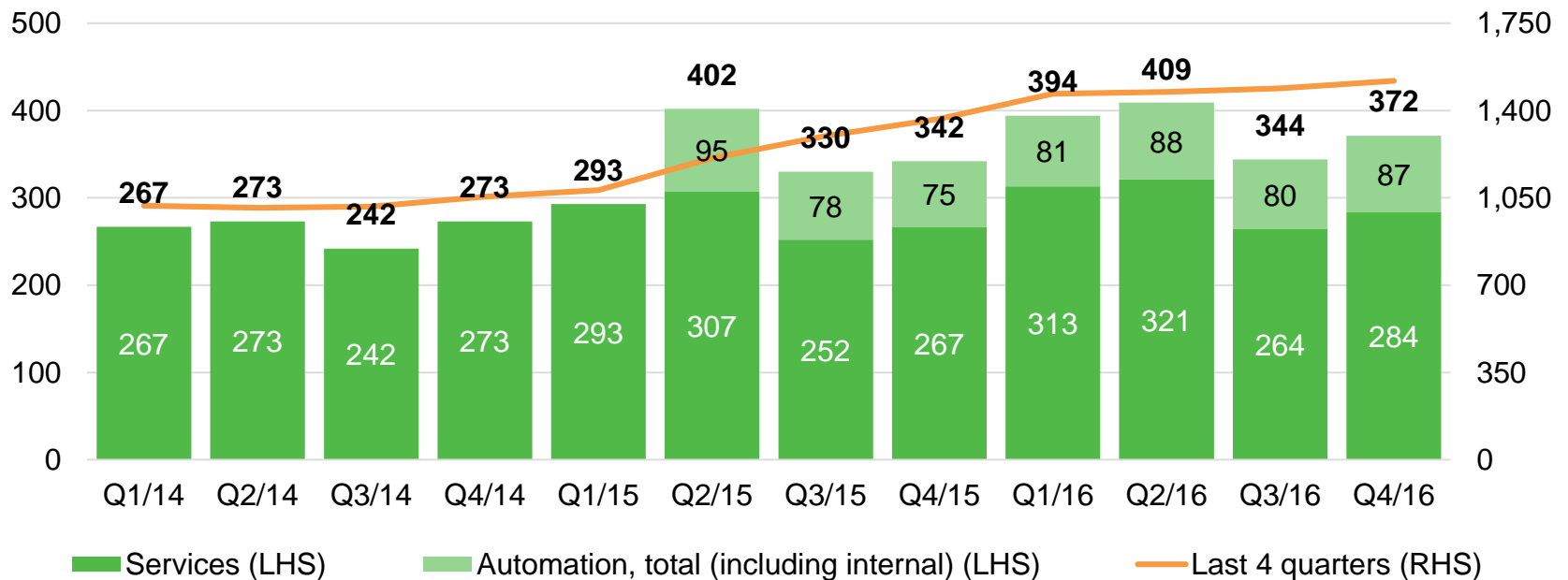
Orders received in 2016 by area



- Orders received increased in stable business to EUR 1.5 billion in 2016, corresponding to 47% of all orders received
- Orders received increased in capital business to EUR 1.7 billion in 2016, corresponding to 53% of all orders received
- EMEA and North America accounted for 70% of orders received in 2016

Stable business orders received totaled EUR 1,519 million in 2016

Orders received (EUR million) in stable business¹

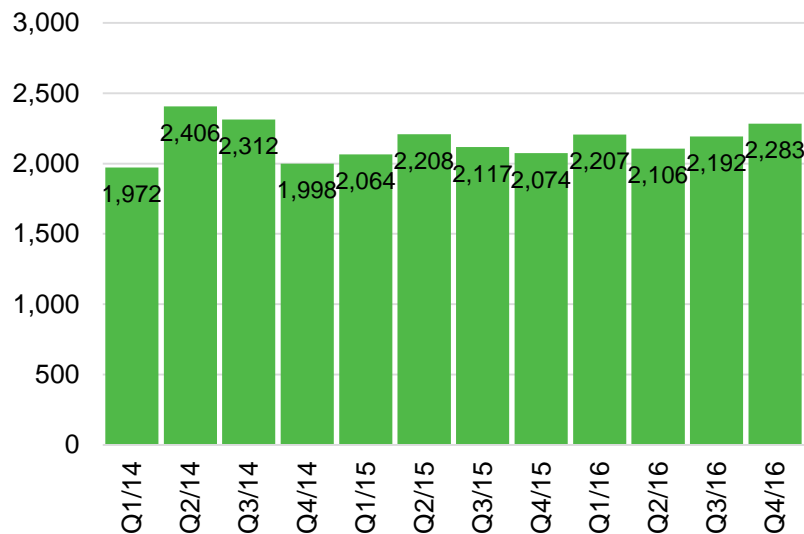


- Orders received in stable business increased by EUR 152 million in 2016

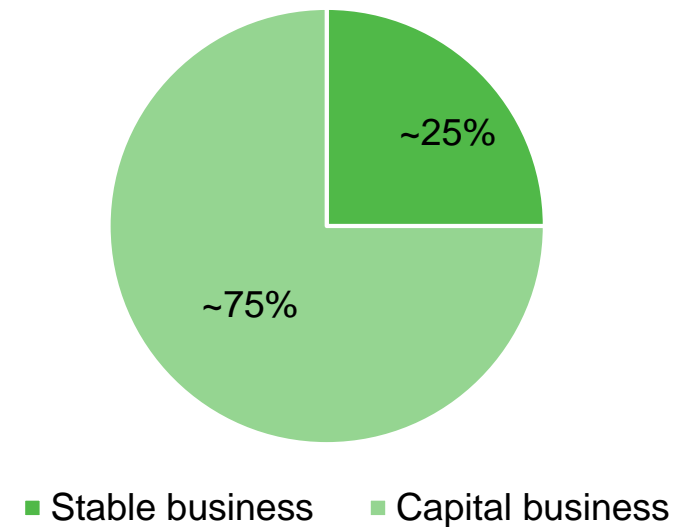
1) Including internal orders received for the Automation business line.

Order backlog at EUR 2,283 million at the end of 2016

Order backlog (EUR million)



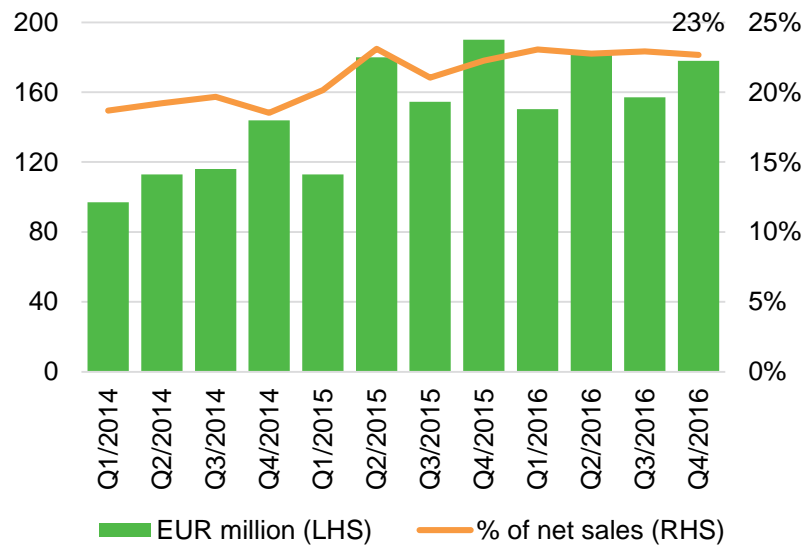
Structure of order backlog



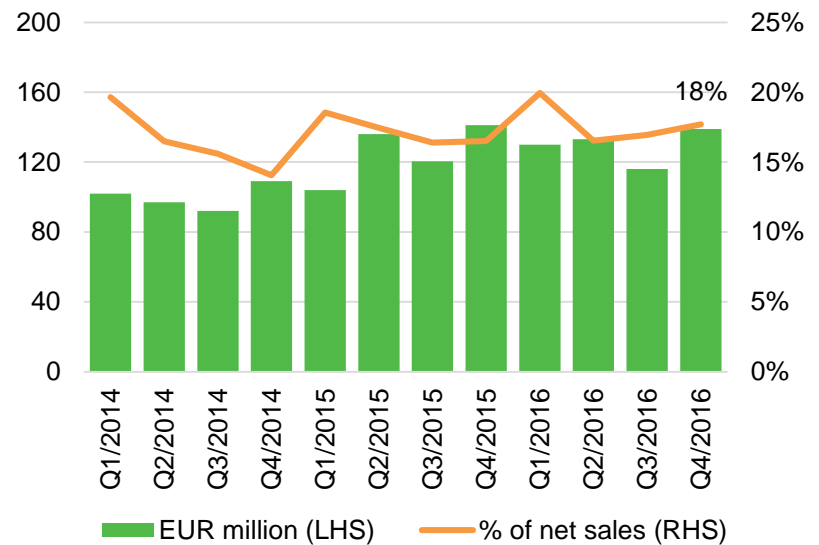
- Order backlog EUR 92 million higher than at the end of Q3/2016
- Approximately 80% of the order backlog is currently expected to be realized as net sales during 2017
- Approximately 25% of the order backlog relates to stable business

Increase in gross profit margin in 2016, SG&A at the previous year's level

Gross profit (EUR million and % of net sales)



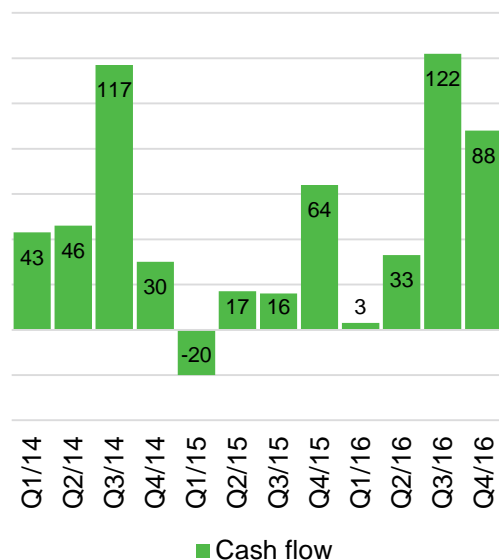
SG&A (EUR million and % of net sales)



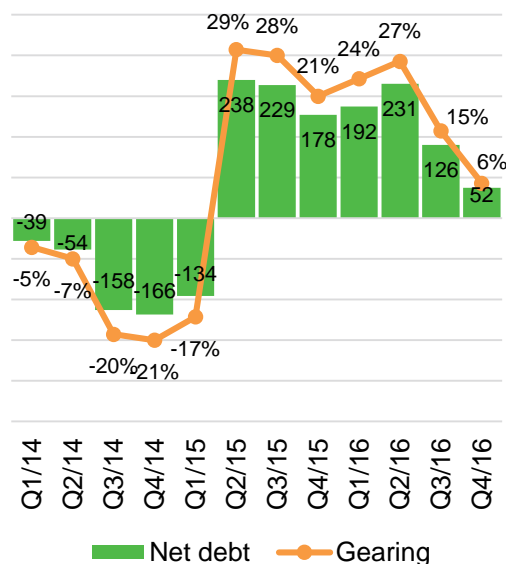
- Gross profit lower, but gross profit margin improved compared to Q4/2015
- Selling, general & administrative (SG&A) expenses remained stable compared with Q4/2015
- Actions to improve gross profit through Must-Win implementation

Cash flow, net debt, gearing and equity ratio

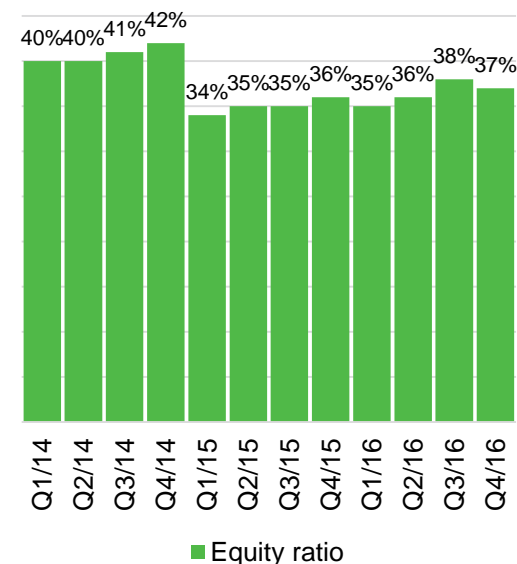
Cash flow provided by operating activities (EUR million)



Net debt (EUR million) and gearing (%)



Equity to assets ratio (%)



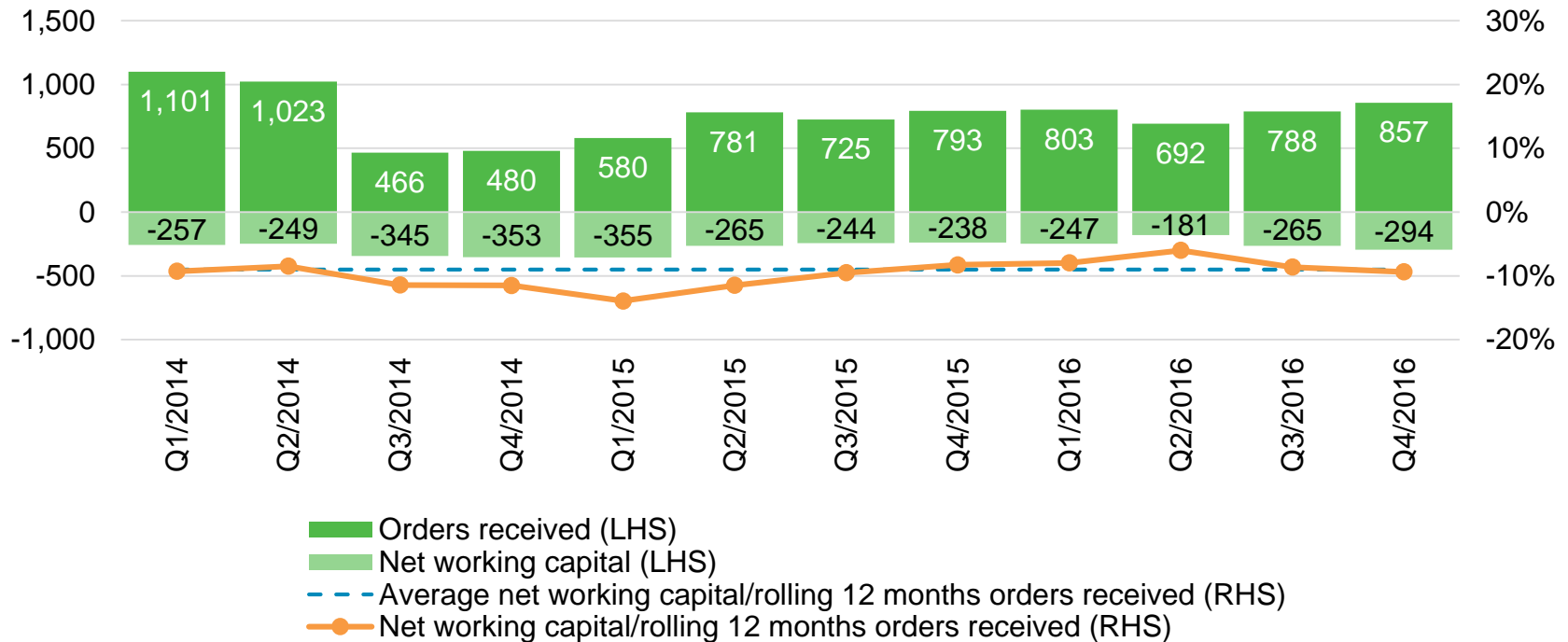
- Change in net working capital¹ EUR 31 million in Q4/2016
- Cash flow provided by operating activities EUR 88 million in Q4/2016
- CAPEX EUR -17 million in Q4/2016

- Gearing (6%) and net debt (EUR 52 million) decreased
- Equity to assets ratio increased compared with Q4/2015
- 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 at -9% of rolling 12 months orders received

Net working capital and orders received (EUR million)

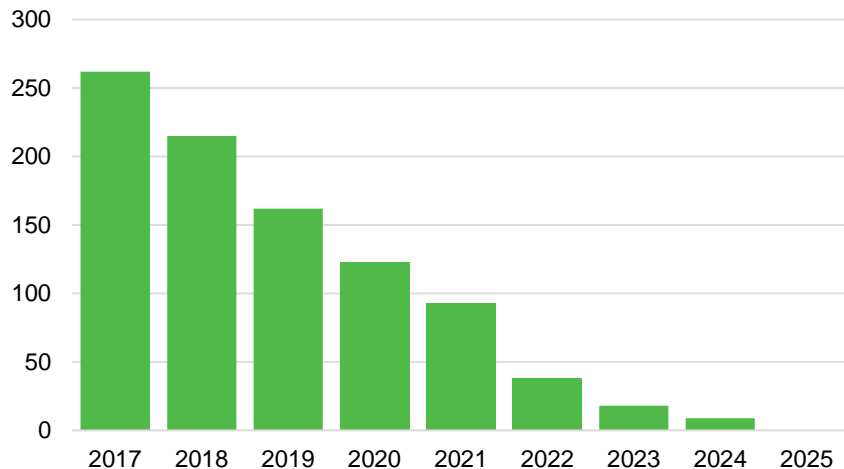


- Net working capital EUR -294 million, which equals -9% of rolling 12 months orders received

Structure of loans and borrowings

Interest-bearing debt EUR 310 million as at December 31, 2016

Amount of outstanding interest-bearing debt (EUR millions)



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

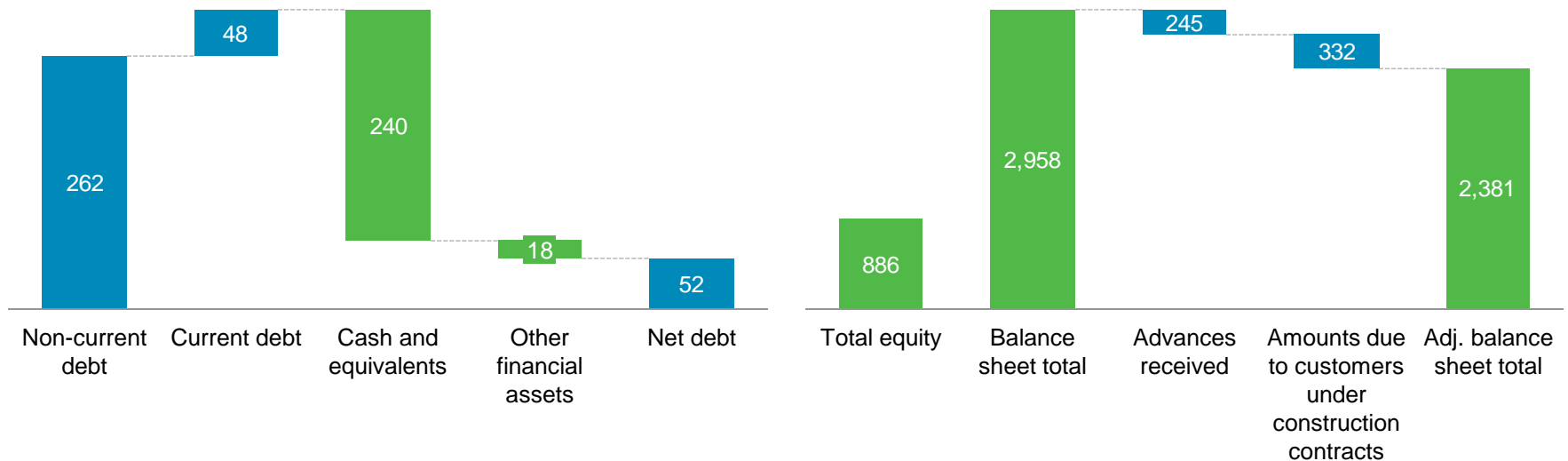
Back-up facilities

Amount	Outstanding
EUR 200 million syndicated revolving credit facility	None outstanding
EUR 200 million domestic commercial paper program	None outstanding

- Average maturity of long-term loans is 3.9 years
- Average interest rate is 1.3%

Strong balance sheet to support large orders

Financial position as of December 31, 2016 (EUR million)



Net debt



EUR 52 million

Gearing



6%

Equity to assets ratio¹



37%

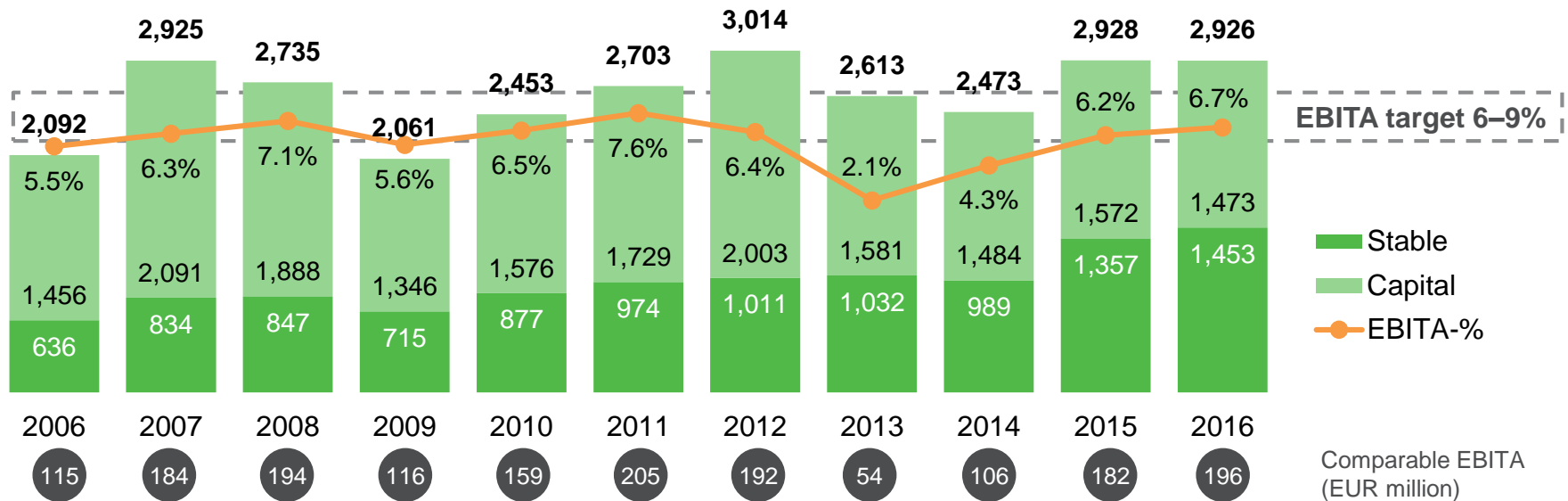
- Valmet has a strong balance sheet that enables it to participate in large projects
- Valmet has its long-term liquidity in place

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)¹

New EBITA target
8–10% from 2017
onwards

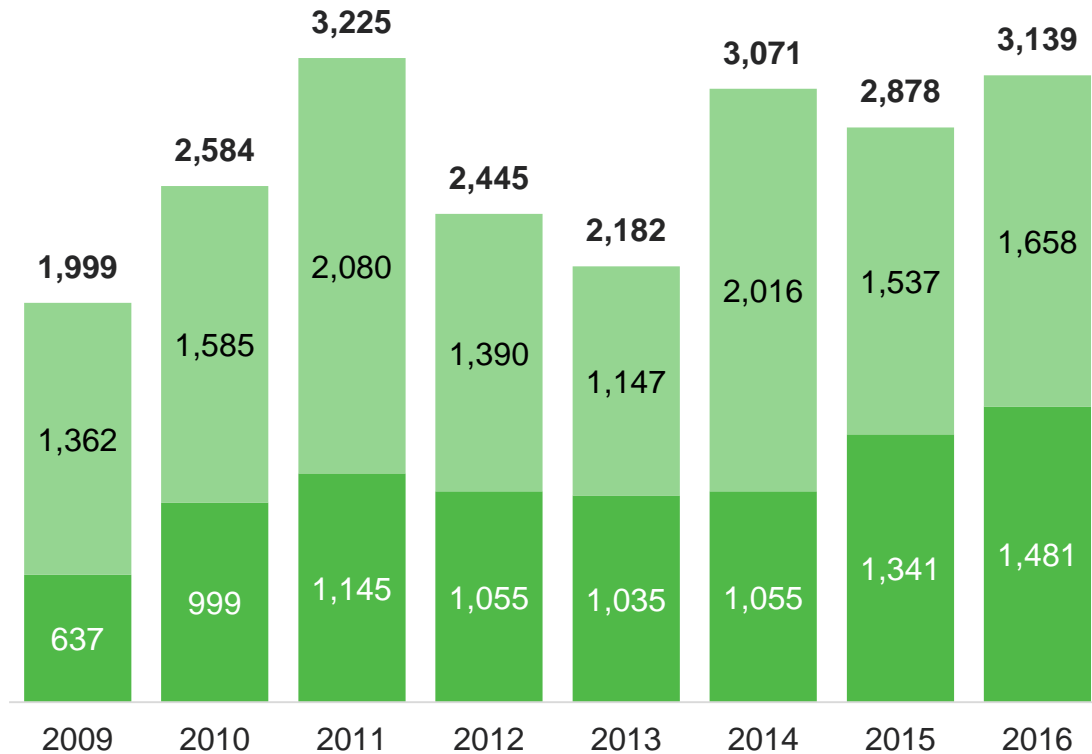


- Timing of large projects has had an impact on the level of net sales
- Good stimulus-driven demand in China 2009–2010 supported orders
- The paper machine market has shifted to smaller and lower-cost machines
- In 2013, the power generation market was affected by low-cost shale gas and political and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

¹⁾ 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 received¹ (EUR million)



• Volatility in market activity is high in the capital business

■ Capital business
■ Stable business

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

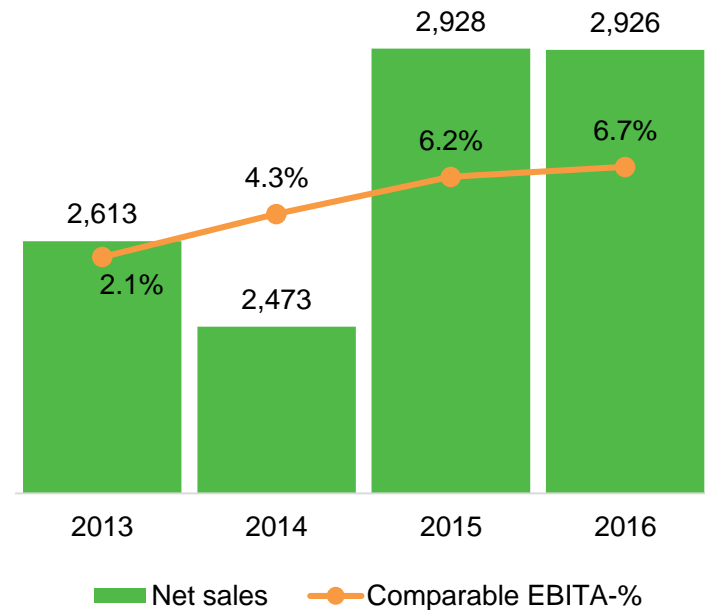
Asia-Pacific

- 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%

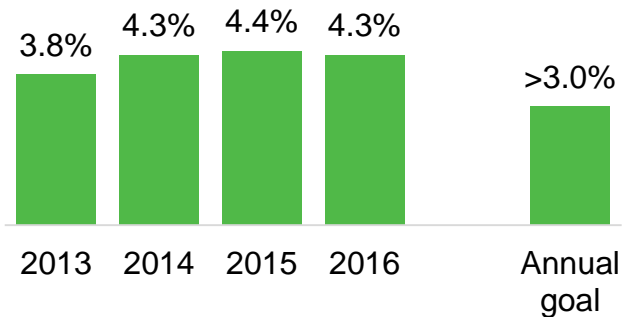
Net sales (EUR million) and Comparable EBITA margin (%)



2013 figures on carve-out basis

Procurement and quality cost development

Implemented procurement savings of annual direct spend

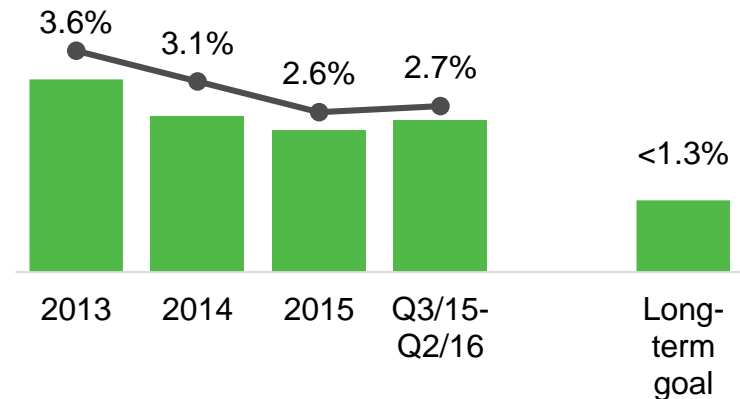


Original three-year target to reduce procurement costs by 10% by the end of 2016

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%

- 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



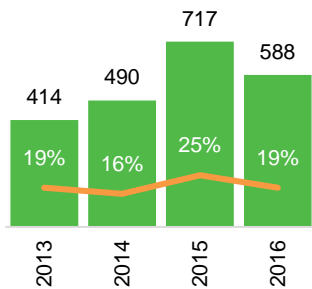
Appendix

Area development

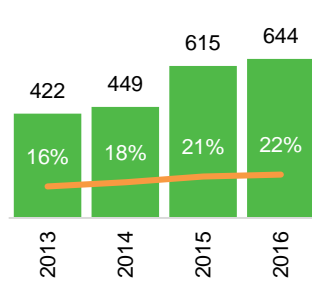
North America

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

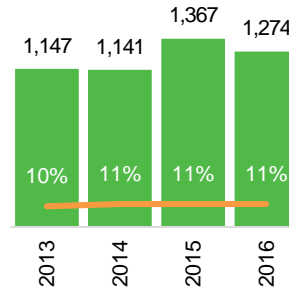
Orders received
(EUR million and % of total)



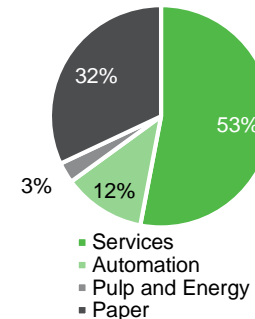
Net sales
(EUR million and % of total)



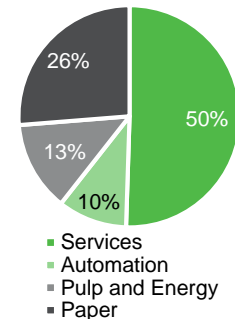
Employees
(number and % of total)



Orders received by business line (2016)



Net sales by business line (2016)



Market size¹ & growth

- Target market size: EUR 2.9 billion
- P&P annual production²: 150 million tonnes, growth +0.2%

Market characteristics

- Mature, services-focused market addressing large installed base
- Capacity closures in printing papers partly offset by new capacity in board and tissue
- Customer service agreements important driver for growth
- Continued high customer focus on availability & reliability in mills
- Rebuild and new capacity opportunities in board and tissue grades
- Rebuild projects in pulp mills expected to increase

Valmet's position and competition

- Leading position in pulp and paper process technology projects, a well-established position in the services and automation business, and a dominant position in biomass boilers
- 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.

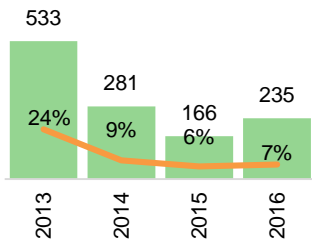
¹ Valmet's target market, meaning those geographical markets, product segments and customer industries where Valmet is currently competing or aiming to compete.

² Figures for 2015 production and 2015-20 growth based on RISI estimates

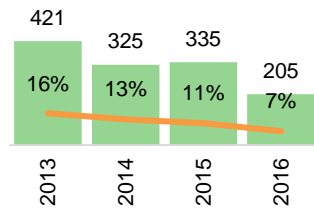
South America

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

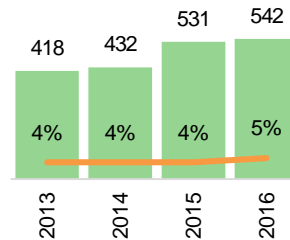
Orders received
(EUR million and % of total)



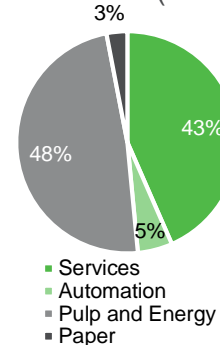
Net sales
(EUR million and % of total)



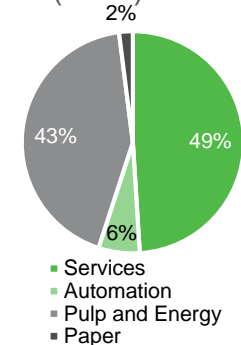
Employees
(number and % of total)



Orders received by
business line (2016)



Net sales by business
line (2016)



Market size¹ & growth

- Target market size: EUR 1.5 billion
- P&P annual production²: 40 million tonnes, growth +3.8%

Market characteristics

- Services growth potential in new pulp lines, agreement-based business and service solutions for more efficient customer operations
- Cyclical process technology business driven by large pulp mill investments
- Project opportunities in tissue and board with new lines and rebuilds
- Challenging economic situation in several countries, including Brazil and Argentina, negatively affecting growth in Latin American market

Valmet's position and competition

- Valmet has a strong position and installed base in pulp mills and services
- Continued strong competition from regional players expected in energy as well as from Andritz for large new pulp mills
- Local presence important, especially in Brazil due to customs duties

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

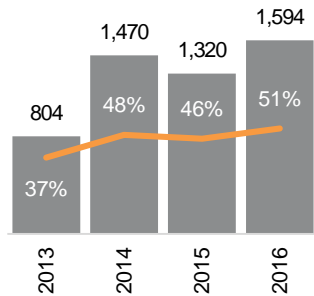
¹ Valmet's target market, meaning those geographical markets, product segments and customer industries where Valmet is currently competing or aiming to compete.

² Figures for 2015 production and 2015-20 growth based on RISI estimates

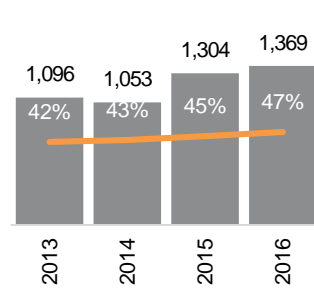
EMEA

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

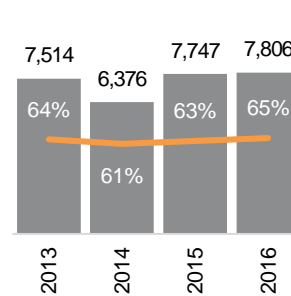
Orders received
(EUR million and % of total)



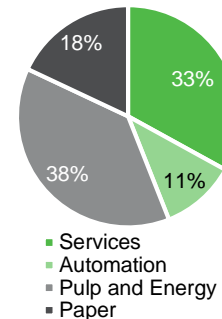
Net sales
(EUR million and % of total)



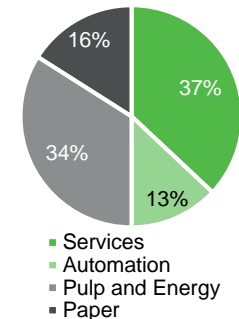
Employees
(number and % of total)



Orders received by
business line (2016)



Net sales by business
line (2016)



Market size¹ & growth

- Target market size: EUR 6.2 billion
- P&P annual production²: 160 million tonnes, growth +1.0%

Market characteristics

- Valmet's largest area, with significant services and technology markets in all Valmet's businesses and a large installed base
- Services growth potential through broader service offering and agreement-based business
- Process technology project opportunities in board, tissue, pulp and energy, graphic paper continues to decline.

Valmet's position and competitors

- Leading position in pulp and paper process technology projects as well as in biomass boilers in energy
- Leading position in the more fragmented services market and in P&P automation

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

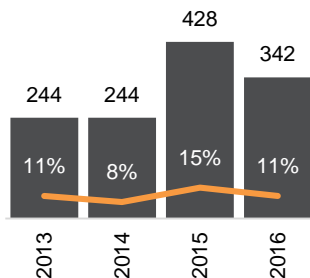
¹ Valmet's target market, meaning those geographical markets, product segments and customer industries where Valmet is currently competing or aiming to compete.

² Figures for 2015 production and 2015-20 growth based on RISI estimates

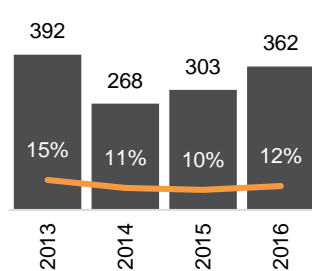
China

Capital business at new normal level, growth opportunities in Services

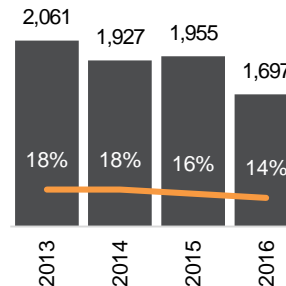
Orders received
(EUR million and % of total)



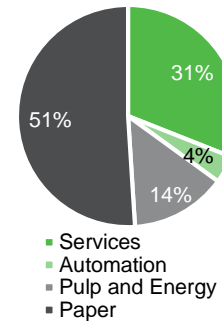
Net sales
(EUR million and % of total)



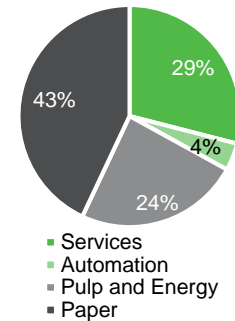
Employees
(number and % of total)



Orders received by
business line (2016)



Net sales by business
line (2016)



Market size¹ & growth

- Target market size: EUR 2.2 billion
- P&P annual production²: 120 million tonnes, growth +2.6%

Market characteristics

- Growing services market while process technology market is flat with investment mainly in tissue and board technologies
- Developing services market with growth potential through increasing installed base, aging machinery and need for increased efficiency
- Process technology project opportunities in board and tissue, particularly in mid-size machines

Valmet's position and competition

- Valmet is a leader in pulp and paper process technology business and has a strong position in services and P&P automation market
- Continued strong competition in mid-size machine segment

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

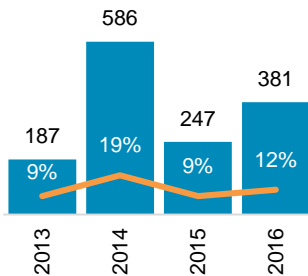
¹ Valmet's target market, meaning those geographical markets, product segments and customer industries where Valmet is currently competing or aiming to compete.

² Figures for 2015 production and 2015-20 growth based on RISI estimates

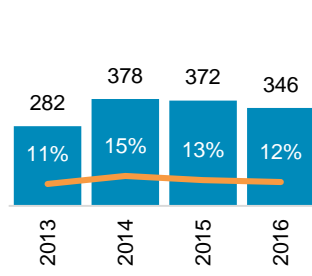
Asia-Pacific

Developing services market with growth potential

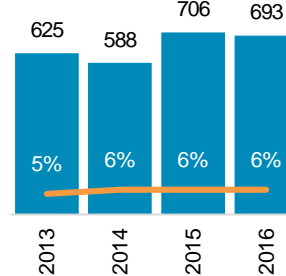
Orders received
(EUR million and % of total)



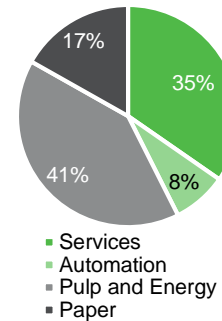
Net sales
(EUR million and % of total)



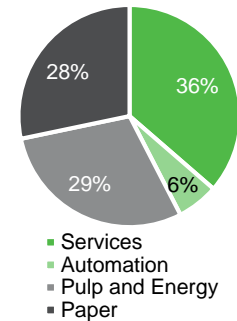
Employees
(number and % of total)



Orders received by
business line (2016)



Net sales by business
line (2016)



Market size¹ & growth

- Target market size: EUR 2.6 billion
- P&P annual production²: 100 million tonnes, growth +2.1%

Market characteristics

- Service growth potential in both emerging and mature markets in growing installed base and market share
- Process technology project opportunities in rebuilds grade changes and new capacity in pulp, board and tissue, and in multifuel boilers and renewable energy projects in selected countries

Valmet's position and competition

- Leading position in P&P process technology projects and increasing local presence
- Increasing competition from Chinese players moving into Asia-Pacific region

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

¹ Valmet's target market, meaning those geographical markets, product segments and customer industries where Valmet is currently competing or aiming to compete.

² Figures for 2015 production and 2015-20 growth based on RISI estimates



Appendix

Shareholders and share price
development

Largest shareholders on March 31, 2017

Based on the information given by Euroclear Finland Ltd.

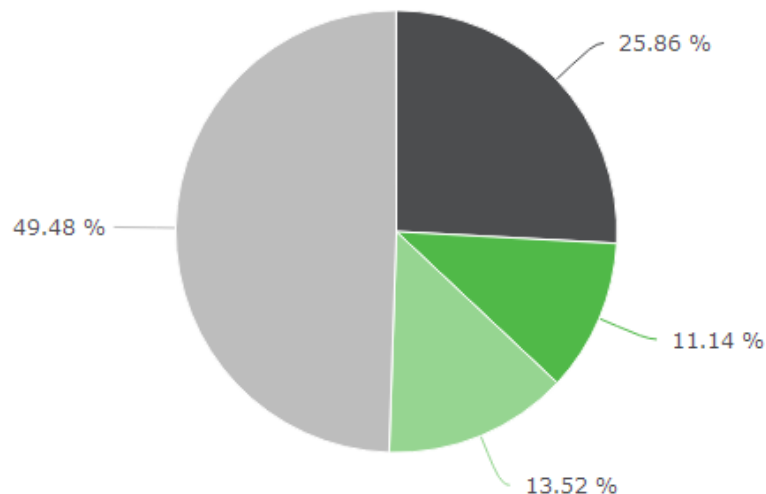
#	Shareholder name	Number of shares	% of shares and votes
1	Solidium Oy	16,695,287	11.14%
2	Varma Mutual Pension Insurance Company	5,065,465	3.38%
3	Elo Pension Company	3,810,000	2.54%
4	Ilmarinen Mutual Pension Insurance Company	3,388,055	2.26%
5	OP Funds	2,269,576	1.51%
6	Nordea Funds	1,821,094	1.22%
7	The State Pension Fund	1,545,000	1.03%
8	Keva	1,502,166	1.00%
9	Danske Invest funds	1,331,038	0.89%
10	Mandatum Life Insurance Company Limited	922,537	0.62%
	10 largest shareholders, total	38,350,218	25.59%
	Other shareholders	111,514,401	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 March 31, 2017



Finnish institutions, companies and foundations
 Solidium Oy*
 Finnish private investors
 Nominee registered and non-Finnish holders

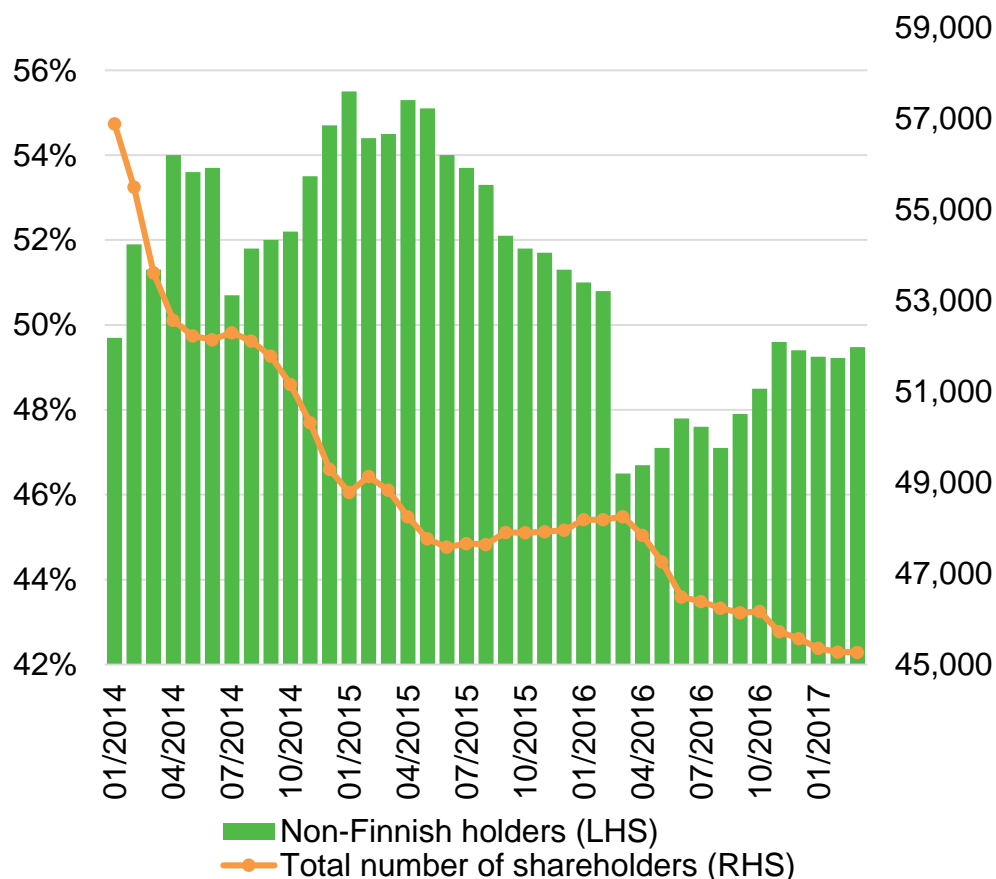
Sector	Number of shareholders	% of total shareholders	Number of shares	% of shares
Nominee registered and non-Finnish holders	317	0.71	74,145,020	49.48
Finnish institutions, companies and foundations	2,347	5.18	38,752,638	25.86
Solidium Oy*	0	0.00	16,695,287	11.14
Finnish private investors	42,607	94.12	20,263,554	13.52
In the issuer account	0	0.00	8,120	0.00
Total	45,271	100.00	149,864,619	100.00
Of which nominee registered	10	0.02	72,042,252	48.07

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

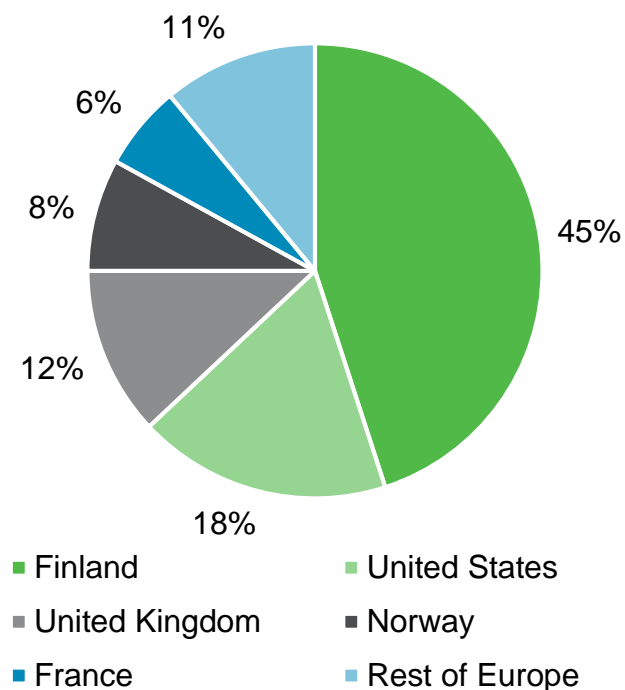
*) A holding company that is wholly owned by the Finnish State

Share of non-Finnish holders and area split of shareholders

Share of non-Finnish holders and number of shareholders

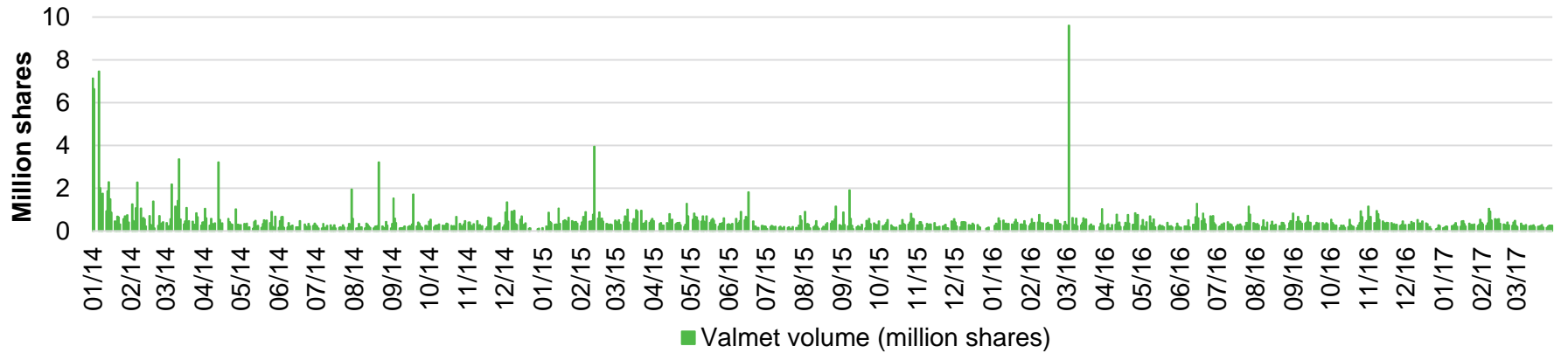
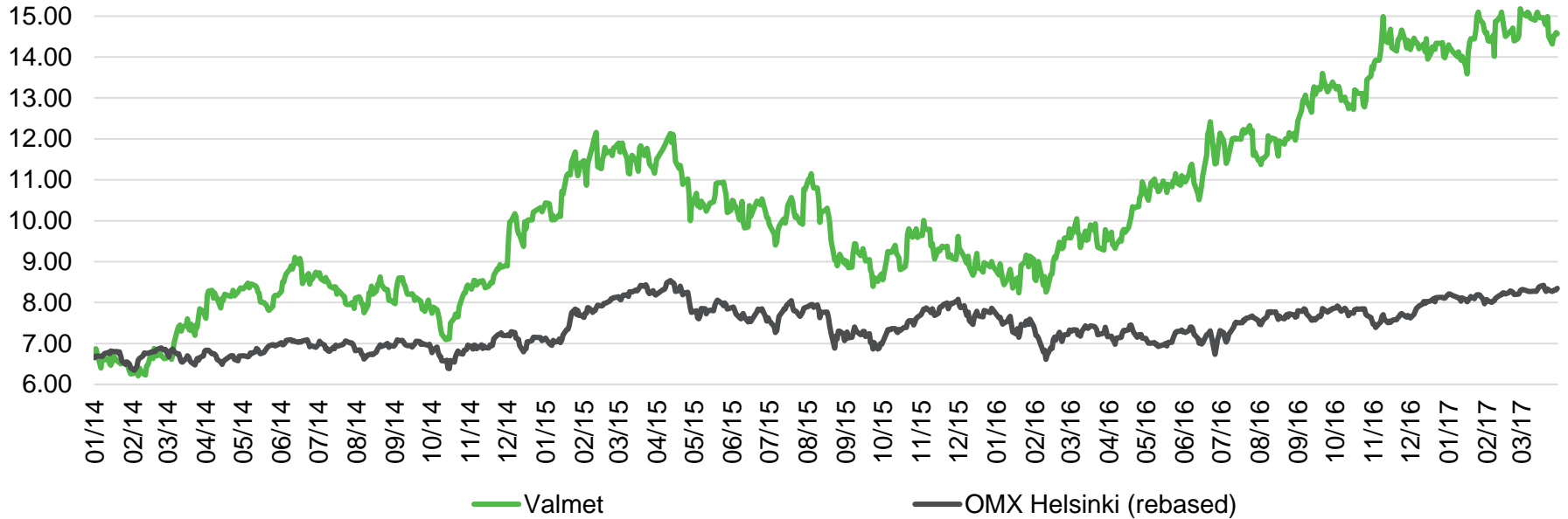


Approximate geographical split of institutional shareholders*



* in December 2016. Source: Nasdaq Corporate Solutions

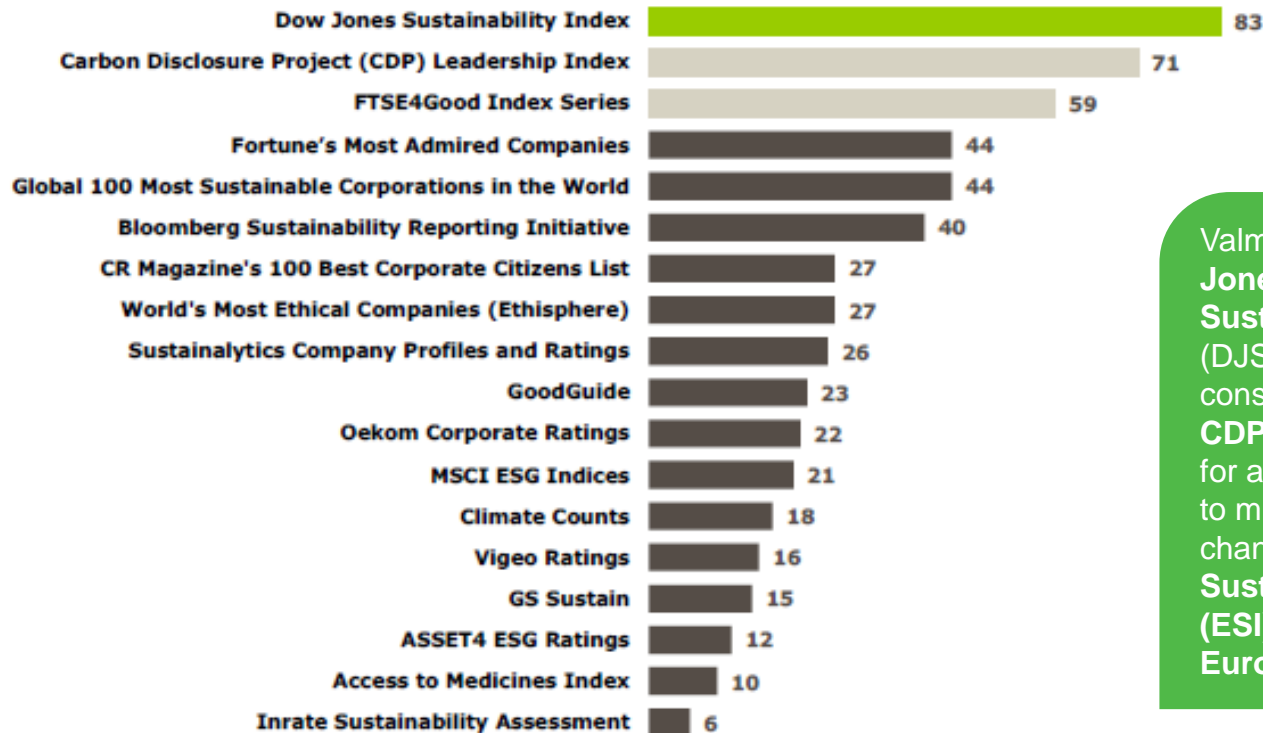
Share price development and trading volume



Recognition from 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, in **CDP's Climate A List** for actions and strategy to mitigate climate change and in **Ethibel Sustainability Index (ESI) Excellence Europe**

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

Full scope offering for the pulp and paper industry

Technologies

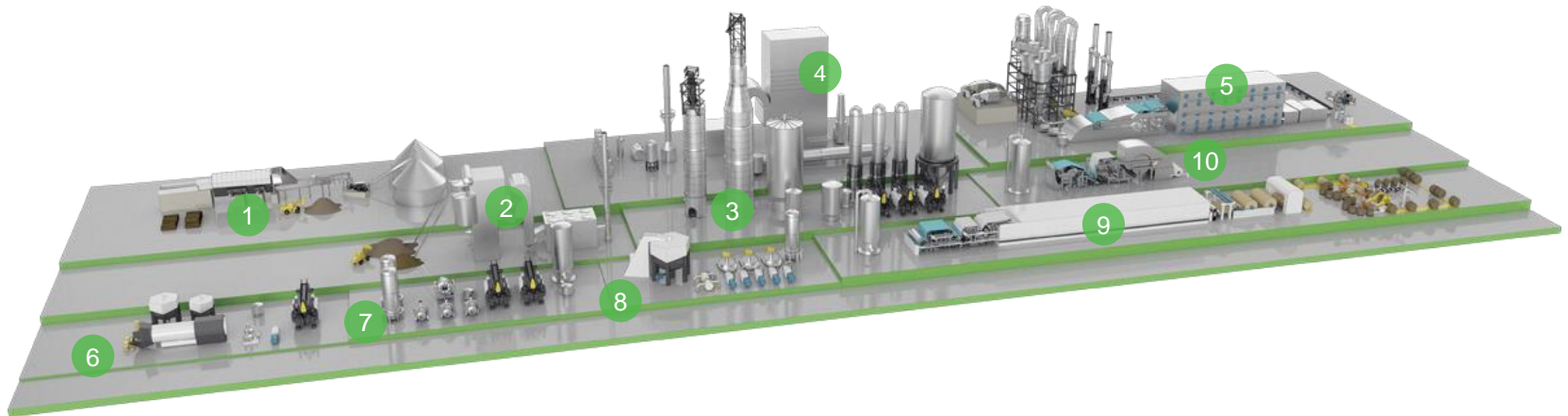
- 1 Wood handling
- 2 Heat and power production
- 3 Chemical pulping
- 4 Chemical recovery
- 5 Pulp drying
- 6 Recycled fiber
- 7 Mechanical fiber
- 8 Stock preparation
- 9 Board and paper making
- 10 Tissue making

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

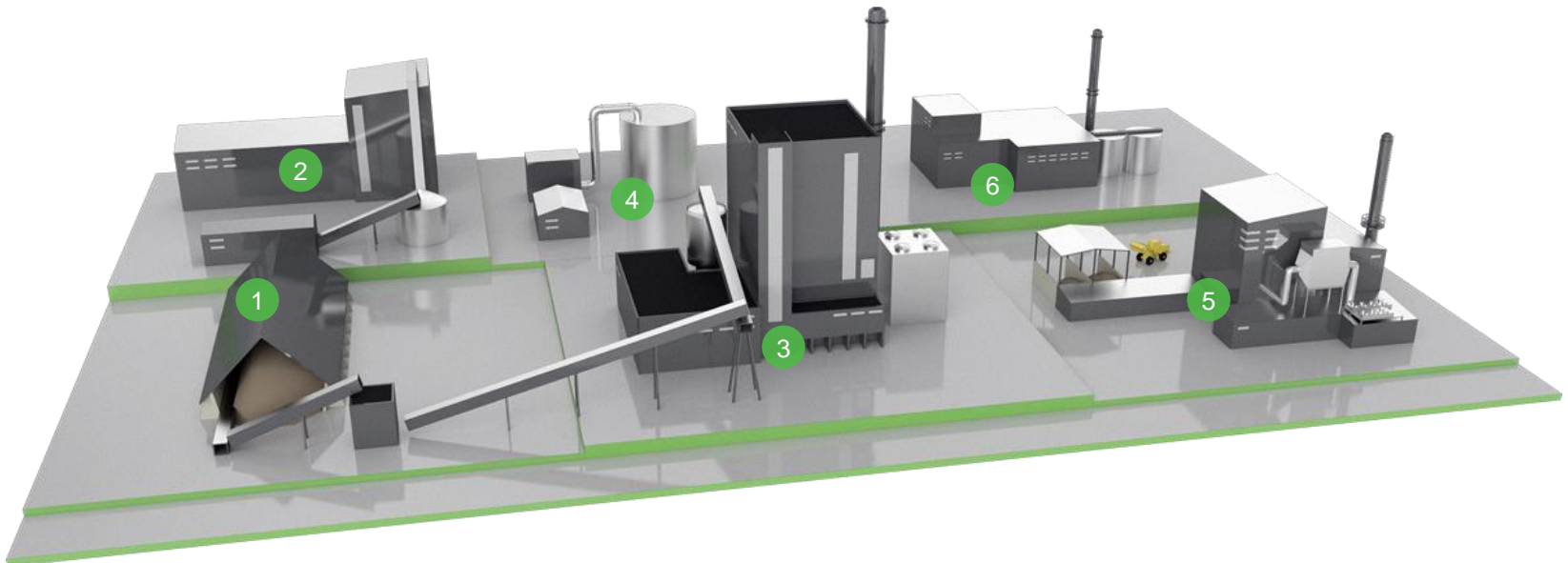
- 1 Fuel handling
- 2 Gasification
- 3 Boiler and flue gas cleaning
- 4 Bio-oil production
- 5 Modularized power plants
- 6 Prehydrolysis
For biofuels, biomaterials and biochemicals, and bio coal production

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

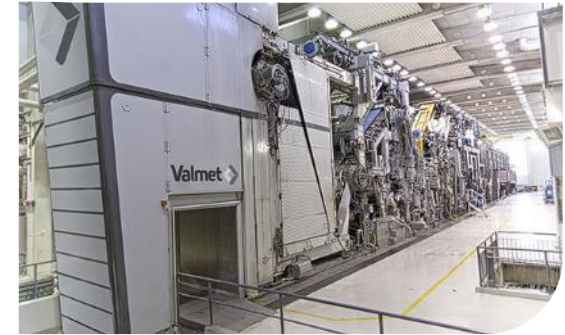
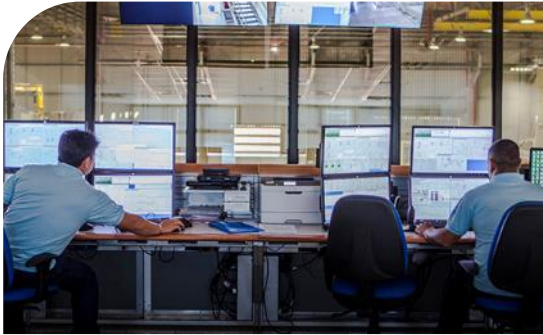


Tissue

- 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 60 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: 101,997



Kari Saarinen
CFO
Share ownership: 26,753



Julia Macharey
SVP, Human Resources
Share ownership: 17,984

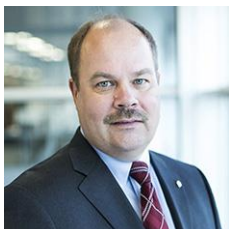


Juha Lappalainen
SVP, Strategy and
Operational Development
Share ownership: 25,597

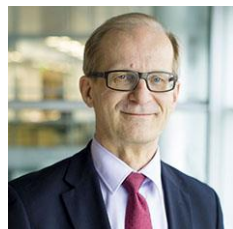


Anu Salonsaari-Posti
SVP, Marketing &
Communications
Share ownership¹: 13,442

Business lines



Jukka Tiitinen
Business Line President,
Services
Share ownership²: 60,388



Sakari Ruotsalainen
Business Line President,
Automation
Share ownership: 21,088



Bertel Karlstedt
Business Line President,
Pulp and Energy
Share ownership: 27,045

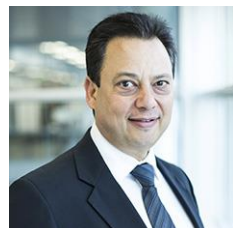


Jari Vähäpesola
Business Line President,
Paper
Share ownership: 35,175

Areas



Dave King
Area President, North
America
Share ownership: 7,825



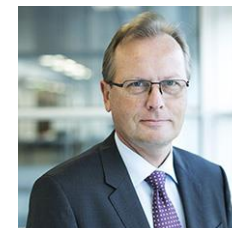
Celso Tacla
Area President, South
America
Share ownership: 56,449



Vesa Simola
Area President, EMEA
Share ownership: 26,249



Aki Niemi
Area President, China
Share ownership: 36,690



Hannu T. Pietilä
Area President, Asia-Pacific
Share ownership: 37,544

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



Jouko Karvinen
(b. 1957)
Vice Chairman of the Board
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



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 Solidium Oy, Federation of Finnish Technology Industries
- Share ownership: 1,796
- Independent of company: Yes
- Independent of owners: No



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



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



Eriikka Söderström
(b. 1968)
Board member
Finnish citizen

- M.Sc. (Econ.)
- Selected experience:
 - CFO of F-Secure Corporation
 - Member of the BoD of Comptel Oyj
- Share ownership: N/A
- Independent of company: Yes
- Independent of owners: Yes

