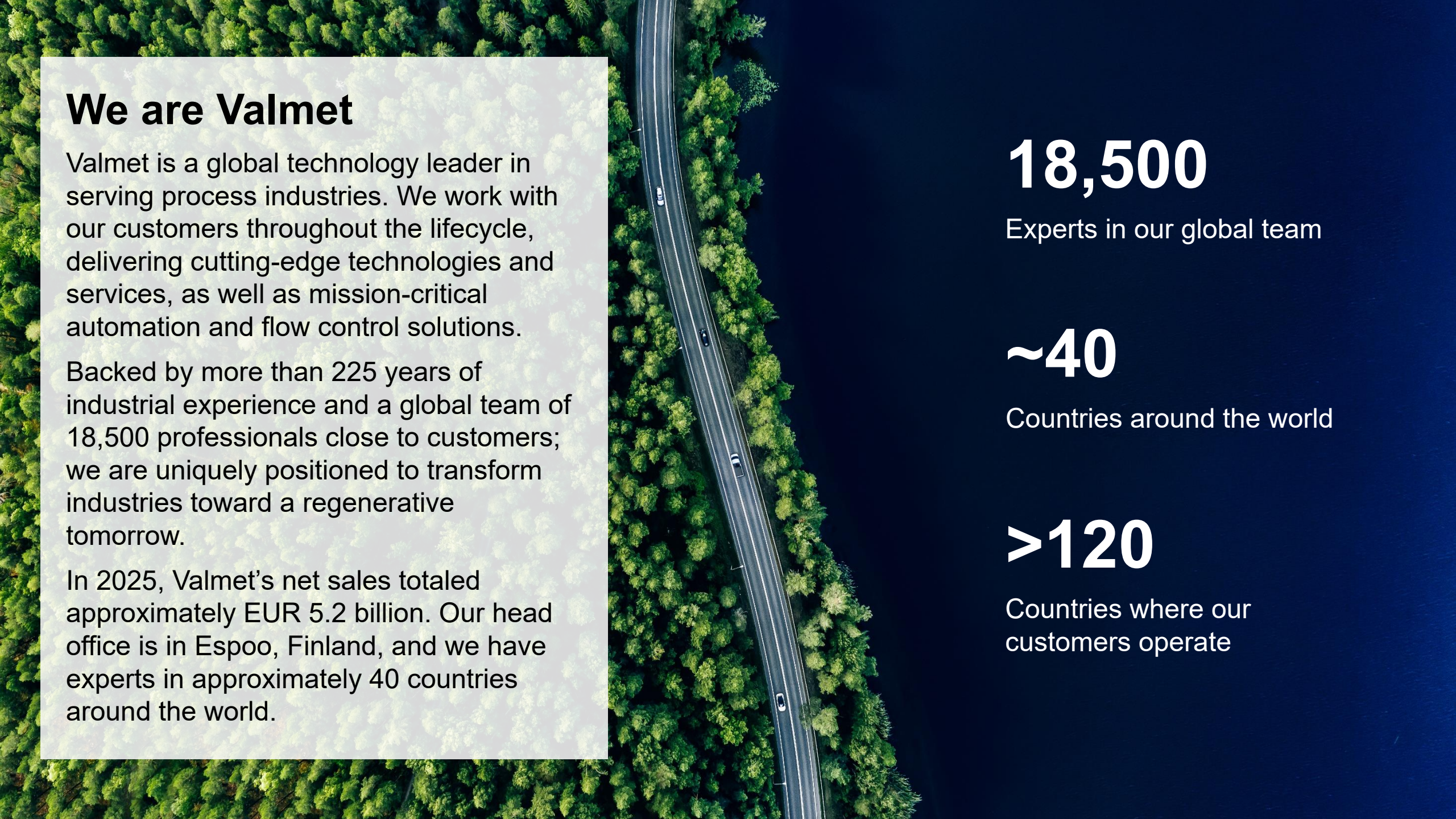


Industrial NEXUS –
Where people, skills, and technology meet to renew industrial work

ManuDays 2026

Marke Kallio, Dr.Tech.

Director, R&D Programs



We are Valmet

Valmet is a global technology leader in serving process industries. We work with our customers throughout the lifecycle, delivering cutting-edge technologies and services, as well as mission-critical automation and flow control solutions.

Backed by more than 225 years of industrial experience and a global team of 18,500 professionals close to customers; we are uniquely positioned to transform industries toward a regenerative tomorrow.

In 2025, Valmet’s net sales totaled approximately EUR 5.2 billion. Our head office is in Espoo, Finland, and we have experts in approximately 40 countries around the world.

18,500

Experts in our global team

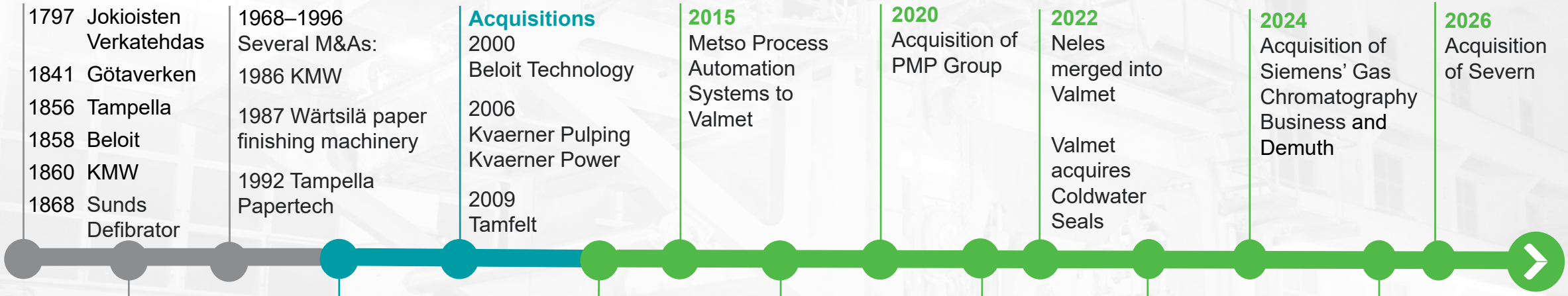
~40

Countries around the world

>120

Countries where our customers operate

Our journey – progress built on over 225 years of industrial history



1797 Jokioisten Verkatehdas
1841 Götaverken
1856 Tampella
1858 Beloit
1860 KMW
1868 Sunds Defibrator

1942
Rauma-Raahe

1951
Valmet

1968–1996
Several M&As:
1986 KMW
1987 Wärtsilä paper finishing machinery
1992 Tampella Papertech

1999
Metso created through merger of Valmet and Rauma

Acquisitions
2000
Beloit Technology
2006
Kvaerner Pulping
Kvaerner Power
2009
Tamfelt

2013
Demerger of Valmet from Metso

2015
Metso Process Automation Systems to Valmet

2019
Valmet acquires GL&V and J&L Fiber Services Inc

2020
Acquisition of PMP Group

2021
Valmet acquires EWK Umwelttechnik and ECP Group

2022
Neles merged into Valmet

Valmet acquires Coldwater Seals

2023
Valmet acquires NovaTech Automation's Process Solutions business and Körber's Business Area Tissue

2024
Acquisition of Siemens' Gas Chromatography Business and Demuth

2025
Lead the Way strategy stregthening Valmet's purpose and customer focus

2026
Acquisition of Severn

Industrial

NEXUS

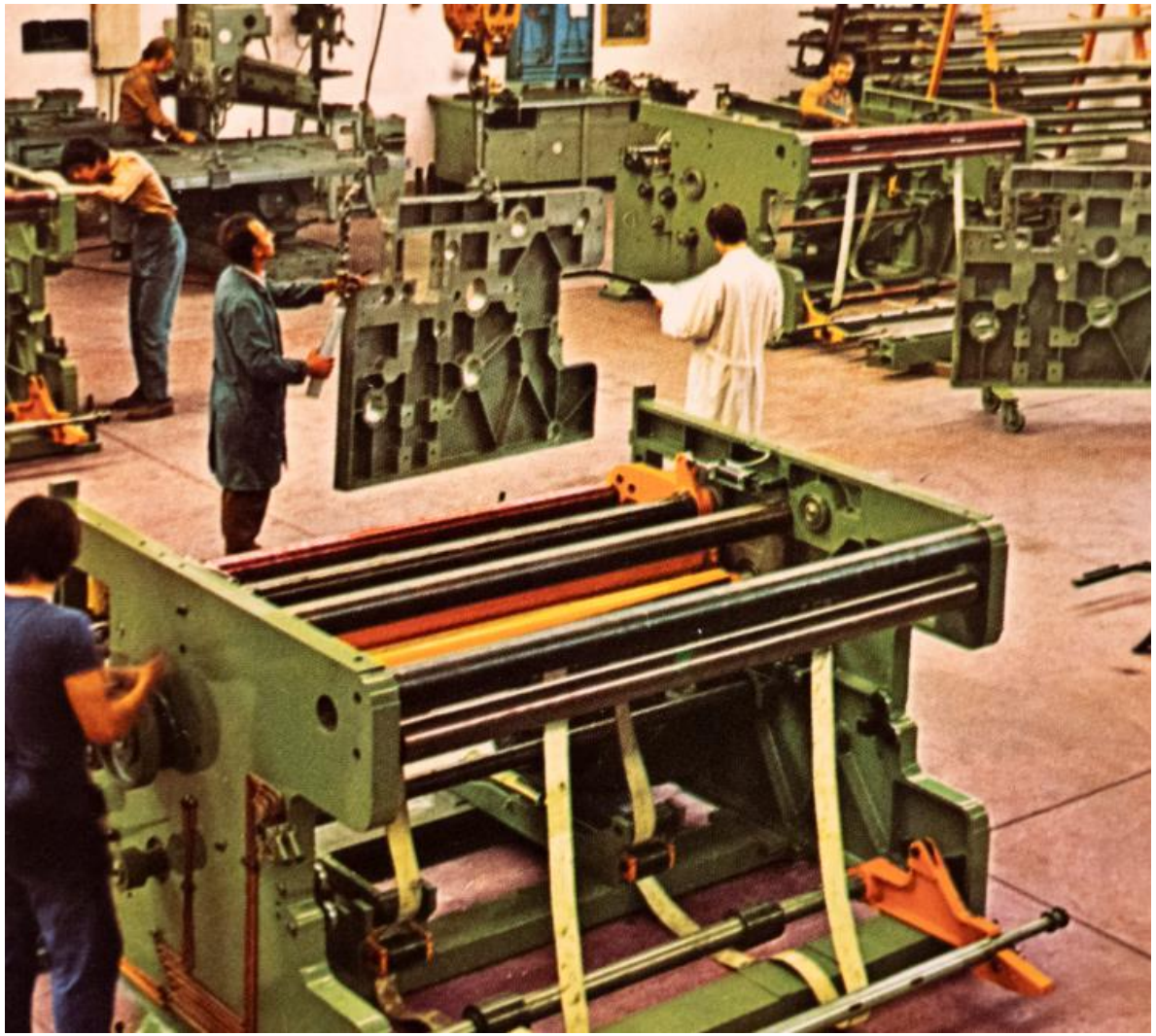
Valmet Leading the Industrial NEXUS

Where people, skills, and technology
meet to renew industrial work

Boosted by
BUSINESS
FINLAND

Transformation of work

60 years ago, operators ran the machine, made manual adjustments and produced standard tissue





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Transformation of work

Today, operators manage automated integrated lines, optimize performance with data and produce premium customized tissue products





Transformation of work

In 2080

The tissue converting operator of the future will be less like a machine operator and more like a production systems pilot, combining process expertise, AI supervision, data analysis, and complex problem solving.

The biggest shift is coming

60 years ago

> I run the machine.

Today

> I manage the automated line.

60 years from now

> I manage the AI that manages the factories globally.

Industrial NEXUS ecosystem boosts growth by solving challenges in workforce and skills



RESILIENT REGENERATIVE INDUSTRY

1. **Connected and self-operating mills**
2. **Self-learning processes and full lifecycle**

Uniqueness

Human-centric industry transformation
Workforce innovations
Resilience and regeneration focus

Mission

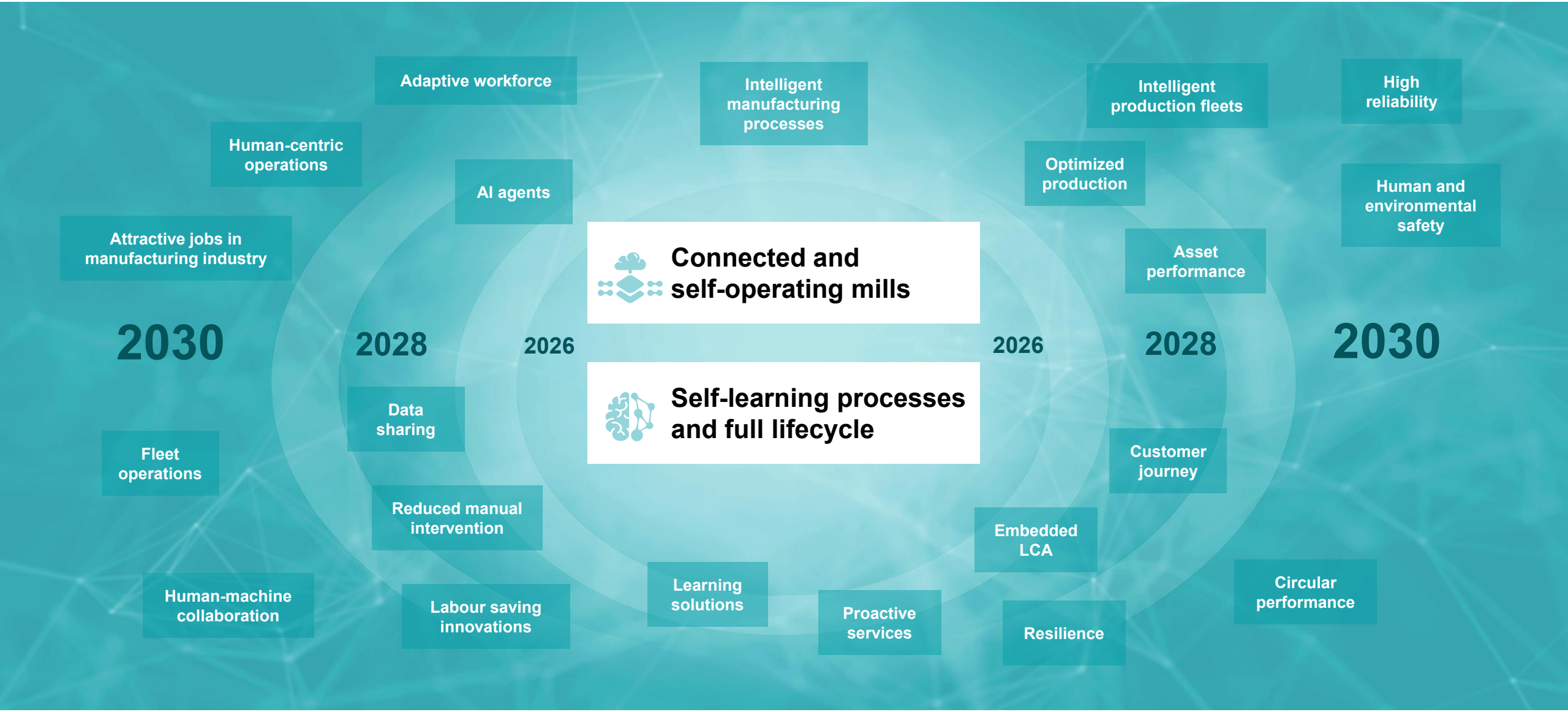
is tightly aligned with
Valmet's strategy

CHALLENGE: Labor shortage and skills gaps challenge the industry, slowing down growth and investments in Finland

VISION: Valmet is leading the way in transforming industries towards a self-adapting, resilient tomorrow

MISSION: Valmet and the ecosystem co-create adaptive, self-operating industry in Finland, driving resilience, growth, job creation, and lifecycle commitment

Industrial NEXUS roadmap 2026–2030



Industrial NEXUS – Where people, skills, and technology meet to renew industrial work

Read more: