



VALMET
CAPITAL
MARKETS
DAY 2013



Financial update

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Agenda

Capital Markets Day 2013

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Financial targets

Financial targets

Growth



Net sales growth to exceed market growth

Profitability



EBITA¹ before non-recurring items: 6-9%

ROCE

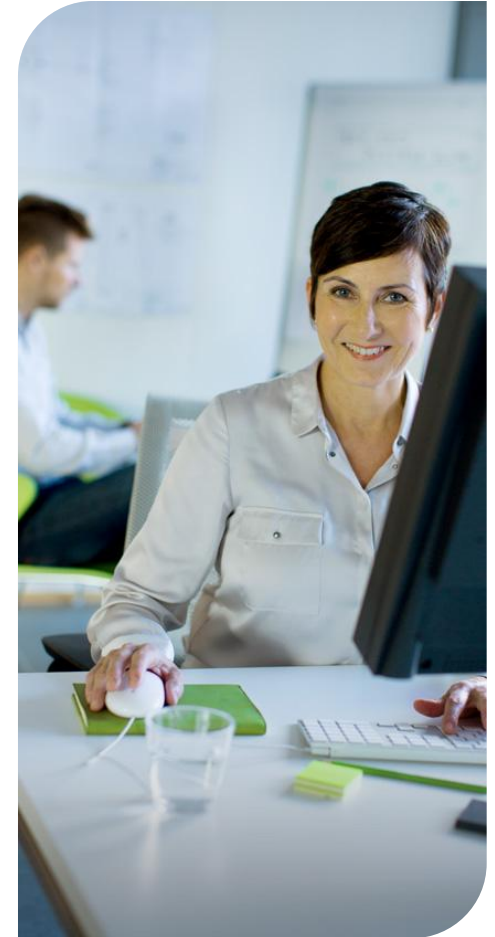


Return on capital employed (pre-tax),
ROCE²: minimum of 15%

Dividend policy



Dividend payout at least 40% of net profit



- 1) EBITA before non-recurring items = operating profit + amortization + non-recurring items
- 2) ROCE (pre-tax) = (profit before taxes + interests and other financial expenses) / (balance sheet total - non-interest-bearing liabilities)



Growth

Global growth drivers

	Services opportunities	Capital project opportunities
North America >	Increased outsourcing	Tissue and board
South America >	Services growth potential	Pulp, tissue, and bioenergy
EMEA >	Increased outsourcing	Pulp, tissue, and bioenergy
Asia-Pacific >	Services growth potential	Pulp, tissue, and board
China >	Services growth potential	Pulp, tissue, and board

Growth drivers by business line

Services



- Customers are outsourcing non-core operations
- Capacity increases in China, South America, and Asia-Pacific
- Customer cost pressure and efficiency requirements are increasing demand for process improvements and maintenance services

Pulp and Energy



- Growth in paper, board, and tissue consumption, primarily in Asia
- Need for virgin wood pulp, as recycling rates cannot grow indefinitely
- Growth of energy consumption and demand for sustainable energy
- Modernization of aging plants
- Incentives and regulation

Paper



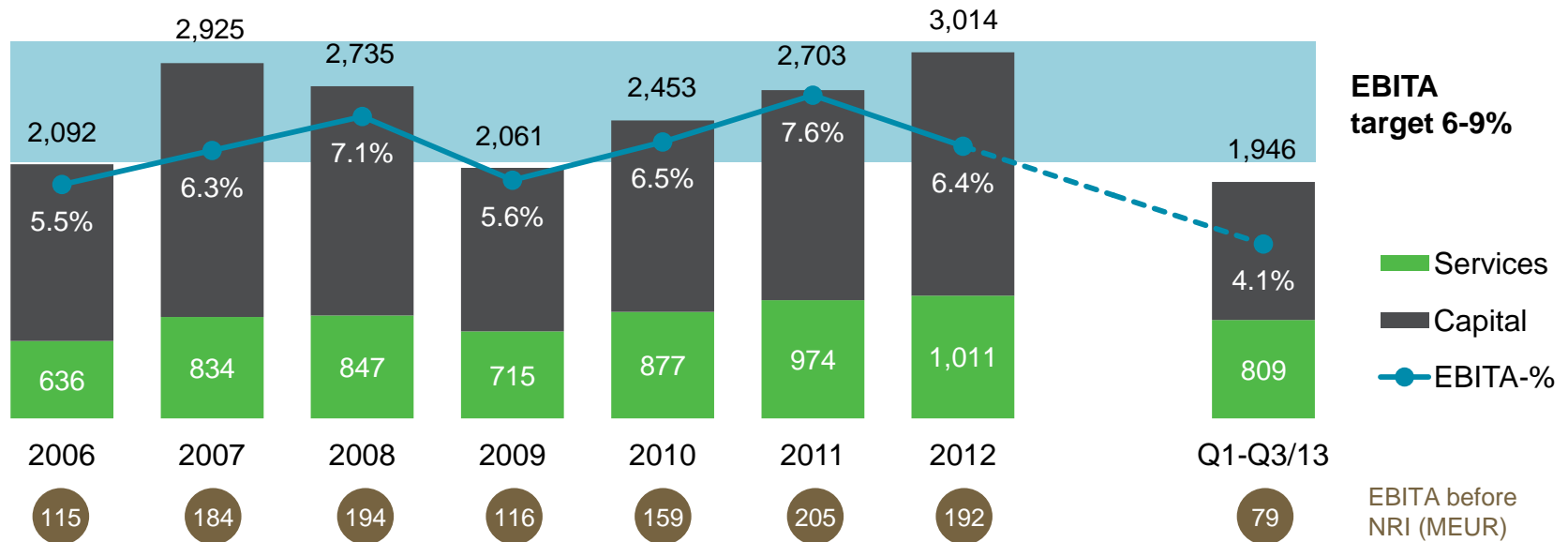
- Growth and rise of purchasing power and living standards in emerging markets
- Increase in world trade, growth of e-commerce
- Shift from plastic to renewable materials
- Conversions of paper machines into board machines



Profitability

Net sales and profitability development, annual

Net sales and EBITA before NRI (EUR million)¹



- Timing of large projects has had an impact on the level of net sales
- EBITA-% has been relatively stable over time
- The paper machine market has shifted to smaller and lower-cost machines
- The power generation market is changing due to low-cost shale gas and political and economical uncertainty in Europe
- Intensified competition has had an impact on profitability

1) Carve-out figures for 2010-2012; as reported for Metso's Pulp, Paper and Power segment for 2006-2009

Profitability improvement program

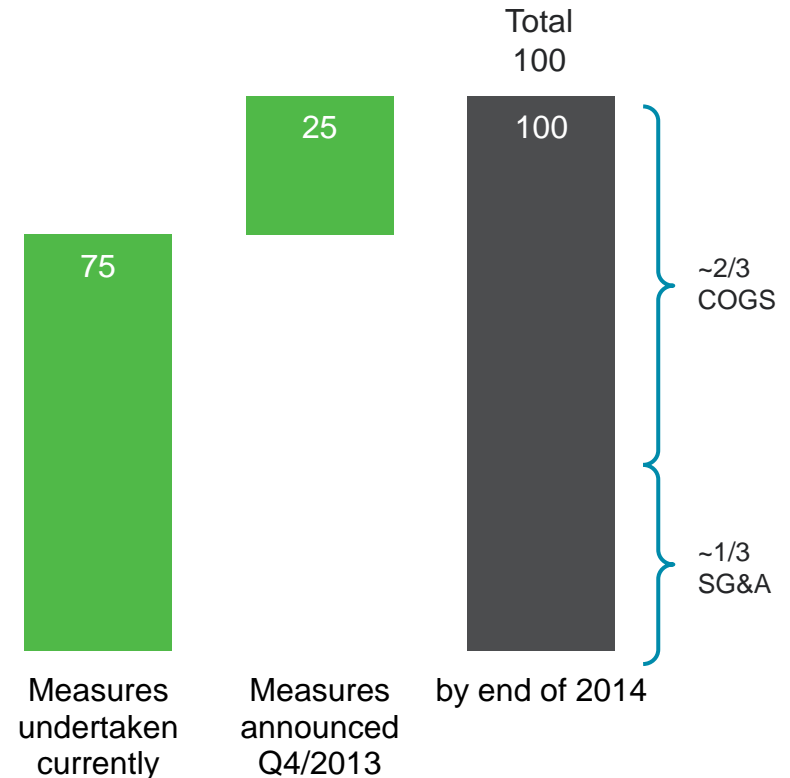
EUR 100 million savings program

- Announced in April, 2013
- Capacity being adjusted
- SG&A expense base is being reduced

Status of the program

- Two major negotiation processes completed
 - Total cost reduction: EUR 75 million
 - Total headcount reduction: approximately 1,000
 - Major impact in Jyväskylä, Järvenpää, Tampere, Pori, and Örnsköldsvik
 - All business lines, areas, and functions impacted
- Additional negotiations announced on October 21
 - Targeted cost reduction: EUR 25 million by the end of 2014
 - Targeted headcount reduction: 425
 - Impact on Energy and Service
- Savings schedule advanced: EUR 100 million impact by the end of 2014

Impact of announced actions (EUR million)



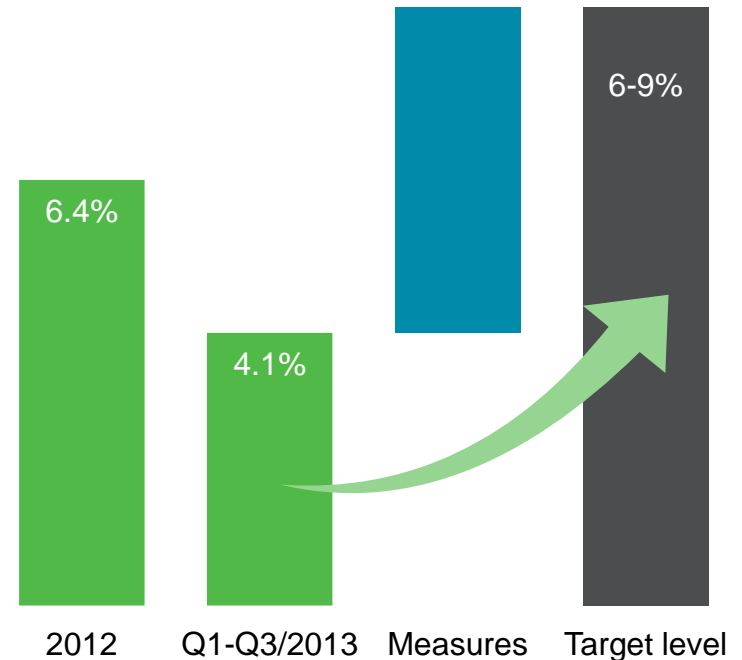
Profitability improvement actions

Actions to reach target margin

- EUR 100 million savings program
- Efficiency improvement actions aimed at reaching historical gross margin levels
 - Development of modularized and standardized solutions
 - Procurement savings
 - Increased use of subcontracting and external service providers
 - Increasing the role of low-cost countries in production and sourcing

Increased flexibility and better capability to react to changes in market conditions

EBITA margin before NRI¹



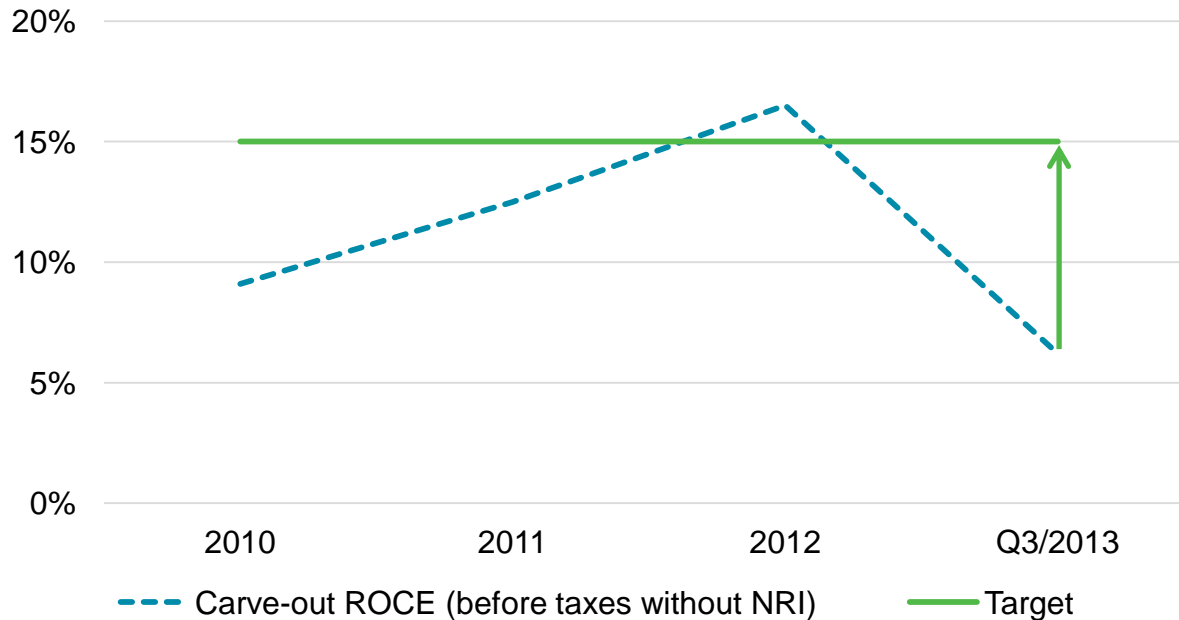
1) Carve-out figures for the periods indicated



ROCE

Return on capital employed

Return on capital employed (ROCE), before taxes and without NRI



Financial target:

ROCE minimum
of 15%



Managing working capital to improve ROCE

Components of capital employed

1) Fixed capital

- Not much can be affected in the short term

2) Working capital

- Can be affected in the short term

Higher EBITA has a bigger impact on ROCE over the short term

Trade receivables

- Amount owed by customers

CONTROL

Trade payables

- Amount owed to suppliers

INCREASE

Inventories

Cash tied up in inventories

- Raw materials
- WIP
- Finished goods

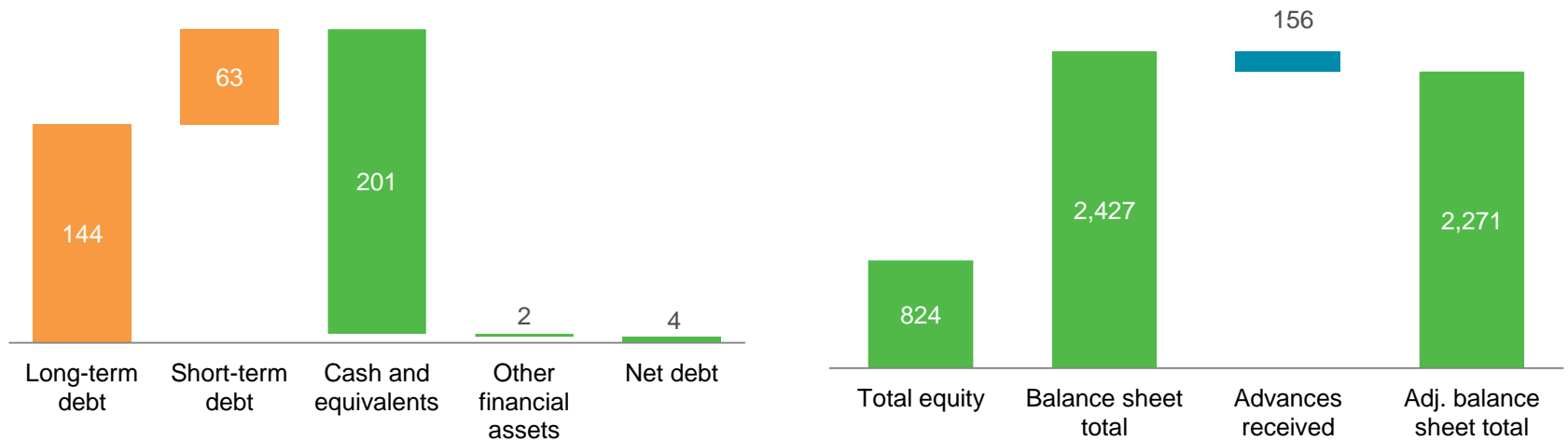
DECREASE



Balance sheet and cash flow

Strong balance sheet to support large orders

Pro forma financial position as of September 30, 2013 (EUR million)



Net debt



EUR 4 million

Gearing



0.5%

Equity ratio¹



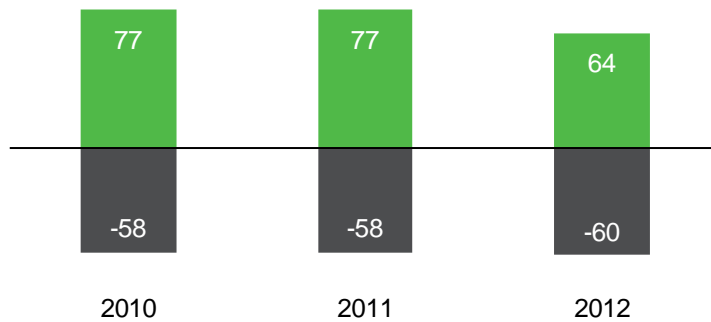
36.3%

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

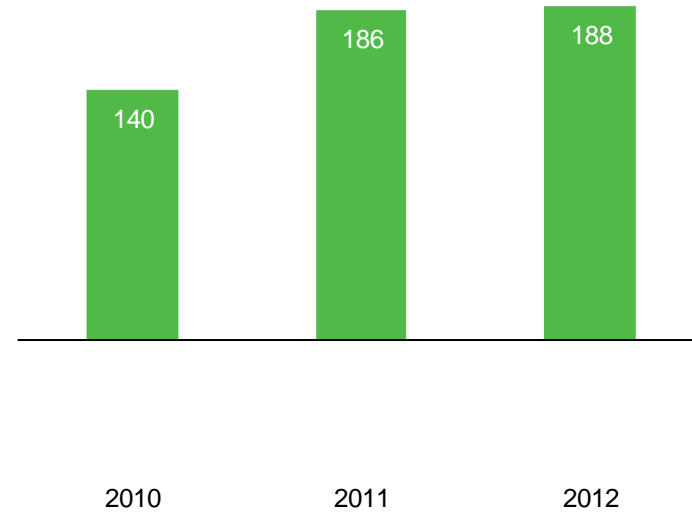
1) Total equity / (Balance sheet total – advances received)

Strong underlying cash flow generation from operations

Capex and Depreciation (EUR million)¹



EBITDA (before NRI) less Capex (EUR million)¹



■ Capex² ■ Depreciation

■ EBITDA (before NRI) – Capex²

- Relatively low need for capex
- Long-term average working capital is approximately -5% of net sales

Valmet has a well-invested capital base offering strong cash conversion

1) Based on audited not restated carve-out figures for 2010-2011 and unaudited restated carve-out figures for 2012

2) Gross capital expenditure (including business acquisitions)

Long-term liquidity in place

New financing facilities

EUR 200 million syndicated revolving credit facility

- Maturity: 5 years from the demerger date
- International bank syndicate

EUR 52 million term loan

- Maturity: 3 years
- For refinancing of Metso's loans or other liabilities that relate to Valmet

Other borrowings

EUR 139 million EIB loan

- Amount outstanding of two EIB loans:
 - EUR 135 million loan entered into in May 2004, and
 - EUR 160 million loan entered into in November 2008

USD 23 million NIB loan

- Amount outstanding of one loan:
 - USD 85 million loan entered into in December 2007

Valmet's reporting policy

Valmet will be one reporting segment as of January 1, 2014

➤ One set of consolidated numbers



Reported numbers for business lines and areas

➤ Orders received
➤ Net sales



Comparable numbers will be prepared for 2012, 2011, and 2010

➤ Comparison figures on carve-out basis





Summary

Summary – Key messages

Focus on profitability improvement and efficiency improvement actions



EBITA and ROCE targets are ambitious but reachable



Further improvement needed in working capital management



