

# Metso

Rocking our customer-centric growth culture

# Culture playbook

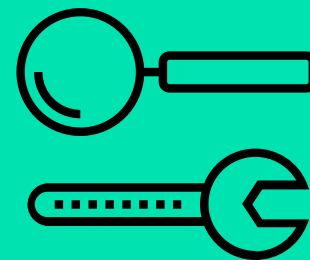




# Made by Metsonites for Metsonites

We Metsonites have a positive influence on people and the planet. You'll find it in the way we partner with our customers to crush, screen, grind, pump, separate and beneficiate the minerals and materials that enable sustainable modern life.

**How we do things matters.** Culture is the engine that powers our "We go beyond." strategy.



## This playbook exists to:

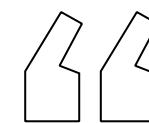
Share the mindset and behaviors of our customer-centric growth culture – how we go beyond.

Showcase the **small daily actions** that shape our habits and ways of working.

## How to use it:

You can use the playbook for personal reflection, or to spark conversations in any meeting or encounter, from recruiting and onboarding to daily work, team discussions, growth dialogues and leadership.

- Start somewhere. Pick one action. Try it. Learn. Build from there. When each of us changes a little, together we create huge impact.



Big impact starts with small actions. Every time we listen, learn, collaborate and support one another, we strengthen the culture that helps us go beyond.

Unggul Aribowo, Capital Distribution Manager, Indonesia & Philippines

# Let's build on... and go beyond!

We are proud of the strong culture that has supported our growth and helped us to become an industry leader. But we're not stopping there. We're building on this strong foundation and evolving into a **customer-centric growth** culture to deliver on our strategy.

We're guided by three culture shifts, which represent the biggest changes in our ways of working. These shifts aren't just ideas on paper. They describe who we're becoming and how we bring "We go beyond." to life in practice.

At the core of it all is our behavioral foundation. It starts with safety and is grounded in our values, leadership principles, and our commitment to diversity and inclusion.

This playbook helps to turn our culture shifts and values into simple daily actions – shaped by thousands of ideas, conversations and experiences across teams and roles around the world.

## These are our cultural shifts

We build on...

And go beyond...

Focus on  
cutting edge  
technology



with customer  
value powering  
our business

Collaborating



and crushing  
silos to rock as  
one Metso

Steady and  
reliable



going beyond  
fast and  
fearlessly

Our behavioral foundation starts with safety

Values

Leadership principles

Diversity and inclusion

We're evolving into  
a customer-centric  
growth culture.

# Start with safety

We start with **safety** – every day, every action and every decision.

For us, safety is not a separate topic or a task. It is a mindset. A conscious, proactive choice we make in every moment and before any task. We take safety into our own hands.

We make it visible too. We open meetings with a safety moment. Lead by example. Report safety issues to learn from them and **continuously improve** together.



Keep safety  
in mind in  
everything  
you do.

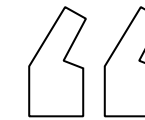


## How Metsonites go beyond

When planning our work we ask first:  
Is this safe? What could go wrong?

Make safety a visible habit — start meetings, site visits, or projects with a brief safety moment or reflection.

Speak up immediately if something feels unsafe — raise concerns early, ask when unsure.



Safety should be like breathing – something we do naturally. We should always talk about it, remember it, practice it.

Daniel Sayao, Senior Sales Engineer, Brazil



## Discuss

How can you ensure that you always start with safety, even when going beyond fast and fearlessly?

Cultural shift

# Powered by customer value

The customer is in the center.

**Customer value** drives how we prioritize, solve problems, and grow long-term partnerships.

In collaboration with our customers, we continuously find smarter, more innovative ways to create value and co-create solutions. We listen and learn from our customers to understand their experience, while bringing our **commitment to quality** to life.

We are curious and strive to **understand their experience**, needs, challenges, and ambitions – and proactively anticipate what comes next.

We **build trust** through being open and honest and delivering on our promises.

Customer  
value powers  
everything  
we do.

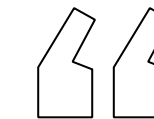


## How Metsonites go beyond

Ask before acting: "How does this create value for customers?"

Regularly learn from customer cases, feedback or customer-facing teams, even if you don't work directly with customers.

If you spot poor quality (data, ways of working etc.) - even outside your responsibility - fix it or flag it.



The best way to truly understand our customers' needs is to stay in regular, open communication with them – to hear their expectations directly and catch any issues early.

Yasemin Acarli, Senior Customer Service Specialist, Türkiye



## Discuss

What regular practice would help us learn more about customers' needs to deliver the best experience and value?  
How can you improve quality in your daily work?

## Cultural shift

# We rock as one Metso

We succeed as one team – starting with safety, driving profitable lifecycle value, and growing every day through learning, collaboration, and sharing what works.

Our values guide us in how we do our daily work.

We share the load, we remove what no longer serves us, and we keep the momentum up.

We make things happen as one team.



### High ambition – always

- Own it
- Perform with courage
- Grow together



### Customer in center

- Know the customer
- Deliver value
- Partner for growth



### Getting it done – together

- Make things happen
- Trust and empower
- Rock as one



### Open and honest

- Speak up
- Stay approachable
- Respect every voice



### How Metsonites go beyond

Agree early on shared targets, roles and responsibilities, safe ways of working and decision-making.

Invite different units or roles into problem solving. Value diverse viewpoints as an advantage that can enable better decisions.

Celebrate collaborative wins and team outcomes.



By creating space for every voice to be heard, we help build an inclusive culture that benefits both our colleagues and our customers.

Damian Poi, Field Service Technician, Canada



### Discuss

Think of a collaboration that worked well: what specific actions or behaviors made the difference?

Made by Metsonites

# Rocking as one is built on inclusion

1

## Listen to understand

Seek to understand before seeking to be understood. Be curious and ask questions.

2

## Show respect every day

Show others that they are valued through your words and actions.

3

## Challenge your assumptions

Question your assumptions and typical thought patterns. Stay open to new information.

4

## Create psychological safety

Foster an environment where ideas, questions and concerns can be shared openly.

5

## Expand your network

Build relationships with people who bring different perspectives and diversity of thought.

Calcite. Magnetite.  
Chalcopyrite. Diorite.  
Different strengths,  
different roles  
— but stronger  
together.

Uncover your inner gem!

(browserapps.metso.com/MetsoniteQuiz)



Cultural shift

# Fast and fearless

We move forward with clarity and confidence – **prioritizing and focusing** on what matters most, taking ownership and empowering others around us.

We don't wait for perfect. Fast and fearless means **adapting fast**, managing change, and acting fearlessly as conditions evolve.

We use **data, digitalization and AI** to optimize flows, improve uptime, and simply work smarter.

Don't wait for perfect! Be fast and fearless.



## How Metsonites go beyond

Prioritize what truly matters. Use a weekly or daily priority list to focus on high-impact work.

Host and attend meetings with a clear purpose and agenda, ending with agreed actions and owners.

Stop, simplify, or automate work that does not clearly add value. Explore how AI can make your work more efficient.

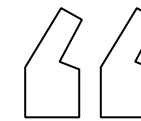
## Try this out

**Slice the elephant**  
— small bites thinking  
Breaking big, complex challenges into very small, testable steps.



## Discuss

What concrete action helps you work smarter, not harder?



Trust enables speed. By sharing data, involving customers early, and leveraging AI and digital tools, we can learn faster, adapt quickly and move forward with confidence.

Luis Mascarenas, Director, Key Account Management, Brazil

# We get it done (and own it)

## Think like a mini-CEO.

We take ownership of our work, follow processes and focus on creating real value for customers.

We make decisions with long-term impact in mind, act proactively, and move things forward – even when the path isn't fully clear.

Own it. Deliver it.

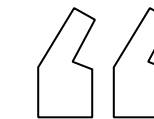
Step in, speak  
up, and sort  
things out!



## How Metsonites go beyond

Avoid “not my role” thinking  
— end-to-end delivery is a shared responsibility.

Follow up on commitments  
— even with short updates.



The “mini-CEO” concept has helped our employees act as self-driven owners, empowered to make decisions based on customer needs and market realities.

Pace Qiu, General Manager, Suzhou factory, China



## Discuss

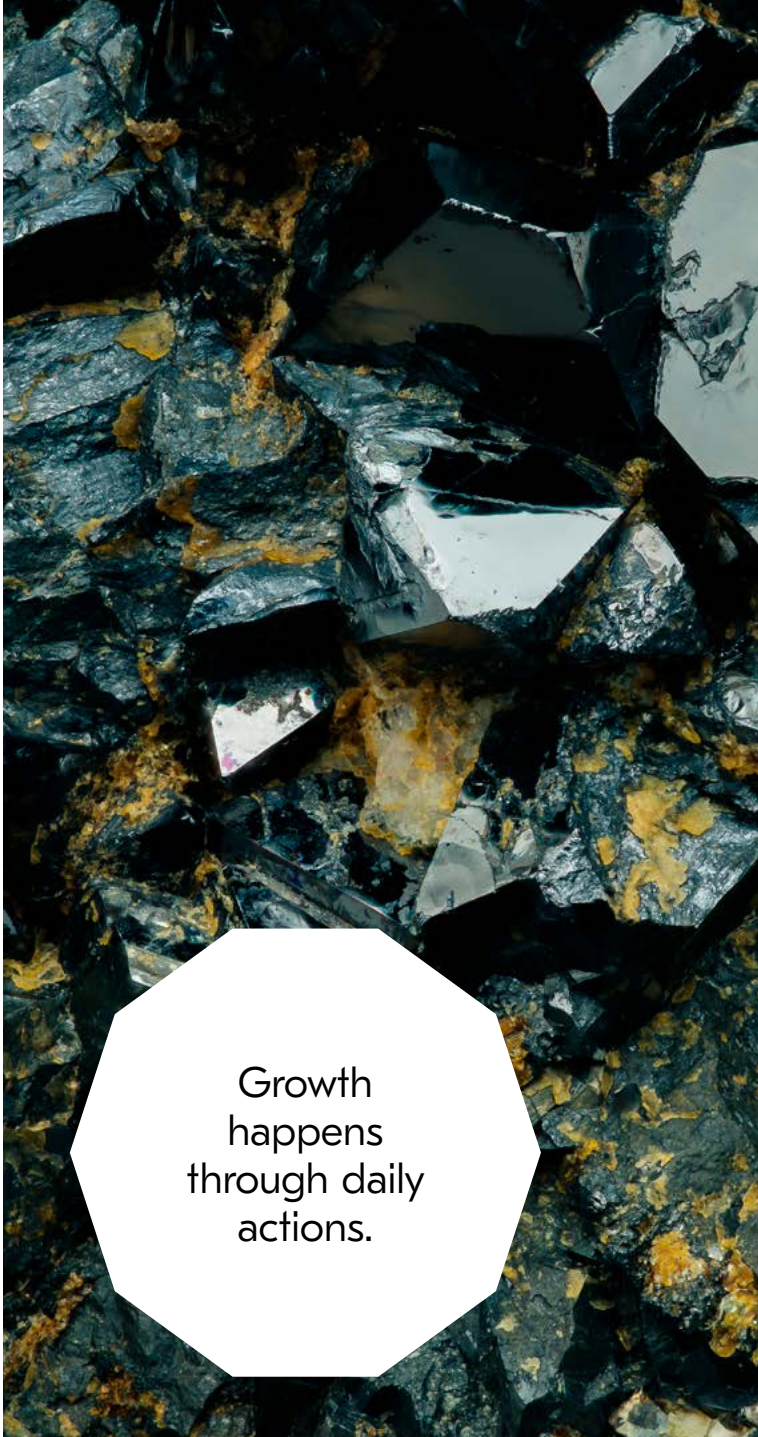
Where can you take more ownership instead of waiting for direction?  
What bold decision would you make if you fully owned the outcome?

# Stay curious. Keep growing.

We learn as we go. And the journey never stops.

Every task, every project, every challenge is a chance to improve how we work. By fostering a **continuous learning mindset**, we create an environment where everyone can develop, adapt, and grow every single day.

In a world shaped by **constant change**, the ability to learn as we work is the most important skill for the future.



Growth happens through daily actions.



## How Metsonites go beyond

Use data and feedback to spark learning and growth.

Document and share the lessons learned during projects.

## Try this out

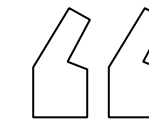
**“Learning of the meeting” ritual**  
Aim to share a learning in every meeting. It can be individual, team-based, or customer-driven.

**Fail Nights — learning without blame**  
Informal, voluntary sessions where people share what didn’t work, what they learned, and what they’d do differently next time.



## Discuss

How could we more actively share valuable learnings also outside our own teams?



Provide time and space for informal learning through everyday conversations and knowledge sharing.

**Ross Scullard**, Vice President, Backlog and Exception Management, Services Supply Chain, Africa

Made by Metsonites

# Top tips for continuous learning

1

## Stay curious and explore

Be open, ask questions, challenge yourself and have the courage to try new things.

2

## Learn from daily experiences

Find opportunities to grow in everyday tasks and let go of ways of working that no longer add value.

3

## Grow together with others

Connect, share, and learn from the people around you.

4

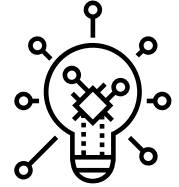
## Embrace feedback

Use feedback as a tool to evolve, improve, and move forward.

5

## Create a safe learning environment

Encourage open conversations and make it safe to learn from mistakes.



Continuous learning happens through everyday experiences (70%), learning from others (20%), and formal training (10%) — all powered by a growth mindset.

# Lead by example. Not by title.

Leadership isn't just a role. We all show leadership in our own work, in how we behave, how we treat others, and in how we move things forward individually and as a team.

Every Metsonite plays a part.  
Every action counts.

We can all lead in  
our own work  
– listen, speak up,  
and take action!



Put people  
first



Create clarity  
and simplify



Build  
bridges



Drive  
growth

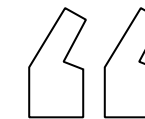


## How Metsonites go beyond

Ask and listen. Engage diverse groups in planning and decision making — show that every voice is important.

Clarify the purpose and direction of our goal. Lead by example to enable the environment for successful delivery.

Recognize efforts and good work openly and when it happens — not months later. Celebrate success as a team.



Leadership starts with clarity  
- everyone should understand why  
we are doing something, what  
success looks like, and how they  
can contribute.

Mashhura Sidikova, Director, Digital Processes and Tools, Finland



## Discuss

What does leading by example look like in our daily work?  
What helps – or holds us back – from creating an inspiring environment to go beyond?

# What can I do next?

Culture isn't a task, a project, or a statement. It's the result of how we behave, how we make decisions, how we learn and improve, and how we treat each other – every single day. It happens in the small moves.

Start with these three simple steps:

1. Pick **one action or behavior from the playbook** and find a way to apply it to your own daily work.
2. Try it. Learn. Adapt it. Make it yours.
3. Share what you find out.

When each of us make small changes to our habits, together we create huge impact.

Try it.  
Learn.  
Adapt it.  
Make it yours.



## How Metsonites go beyond

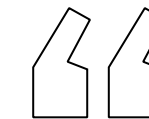
Act today — don't wait for perfect alignment.

Connect the right people and move the work forward.

## Try this out

**Random coffee / curiosity chats**  
Regularly scheduled informal chats with colleagues from other teams, functions, or locations.

**Cross-team show & tell**  
Short, informal sessions where teams share successes, challenges, and learnings – no polished slides required.



Even though we are doing amazingly well, embrace and accept that there is always "room for improvement".

Aleyamma Thomas, Process and System Support Specialist, Australia

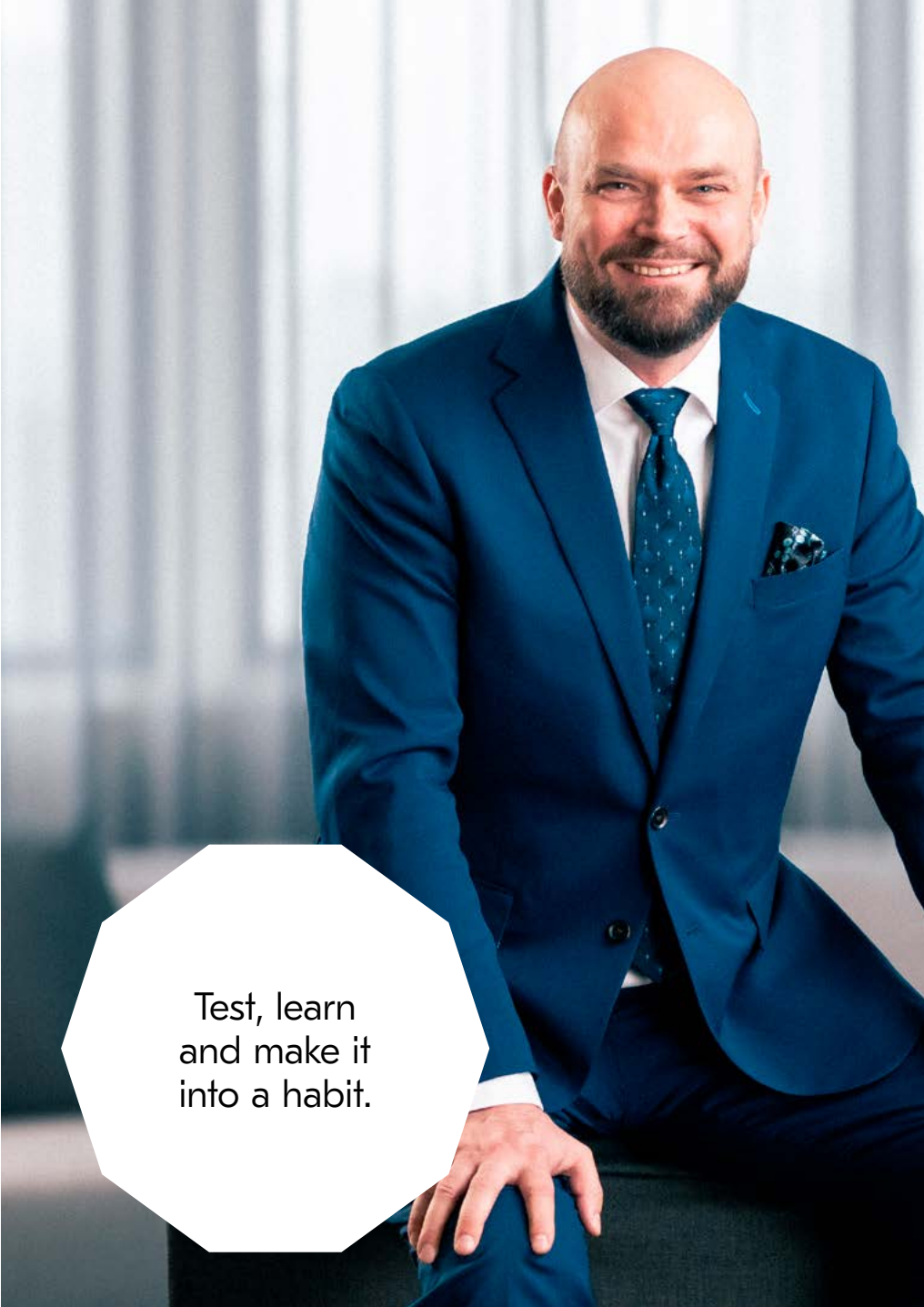
# How are you going beyond?

Our culture can be a significant enabler of value creation. By aligning our behaviors, encouraging collaboration and reinforcing accountability, we will support effective strategy execution, faster decision-making, stronger customer outcomes and ultimately improved financial performance.

I encourage every Metsonite to take this Culture Playbook as a practical guide for living our values and culture in everyday work. Start by selecting one of the suggested actions, test, learn and make it into a habit.

Let's rock our customer-centric growth culture and go beyond together!

**Sami Takaluoma**, President & CEO, Metso



Test, learn  
and make it  
into a habit.

## Thank you!

This Culture Playbook would not exist without the ideas, experiences and collective energy of Metsonites around the world.

More than 4,000 contributions in the Culture Playground co-creation sprints in early 2026 helped to identify practical daily actions that build a customer-centric growth culture.

The playbook content was further shaped through Our Voice feedback, workshops, as well as reviews and contributions from teams across businesses, functions and regions.

Thank you to everyone who has shared their opinions and taken time to challenge, test, and improve how we work at Metso together.



## Built to crush challenges.

- Start with safety
- Listen to customers
- Take ownership
- Keep learning
- Share what you know
- Help a colleague
- Make things a little better than yesterday

Small actions create big change.  
That's how culture grows.  
That's how we go beyond.

### Metso Corporation

Postal address  
Metso Corporation, P.O. Box 1000  
02231 Espoo, Finland

Visiting address  
Rauhalanpuisto 9  
02230 Espoo, Finland

Telephone  
+358 20 484 100

© 2026 Metso Corporation. All rights reserved.

Metso