



# We go beyond.

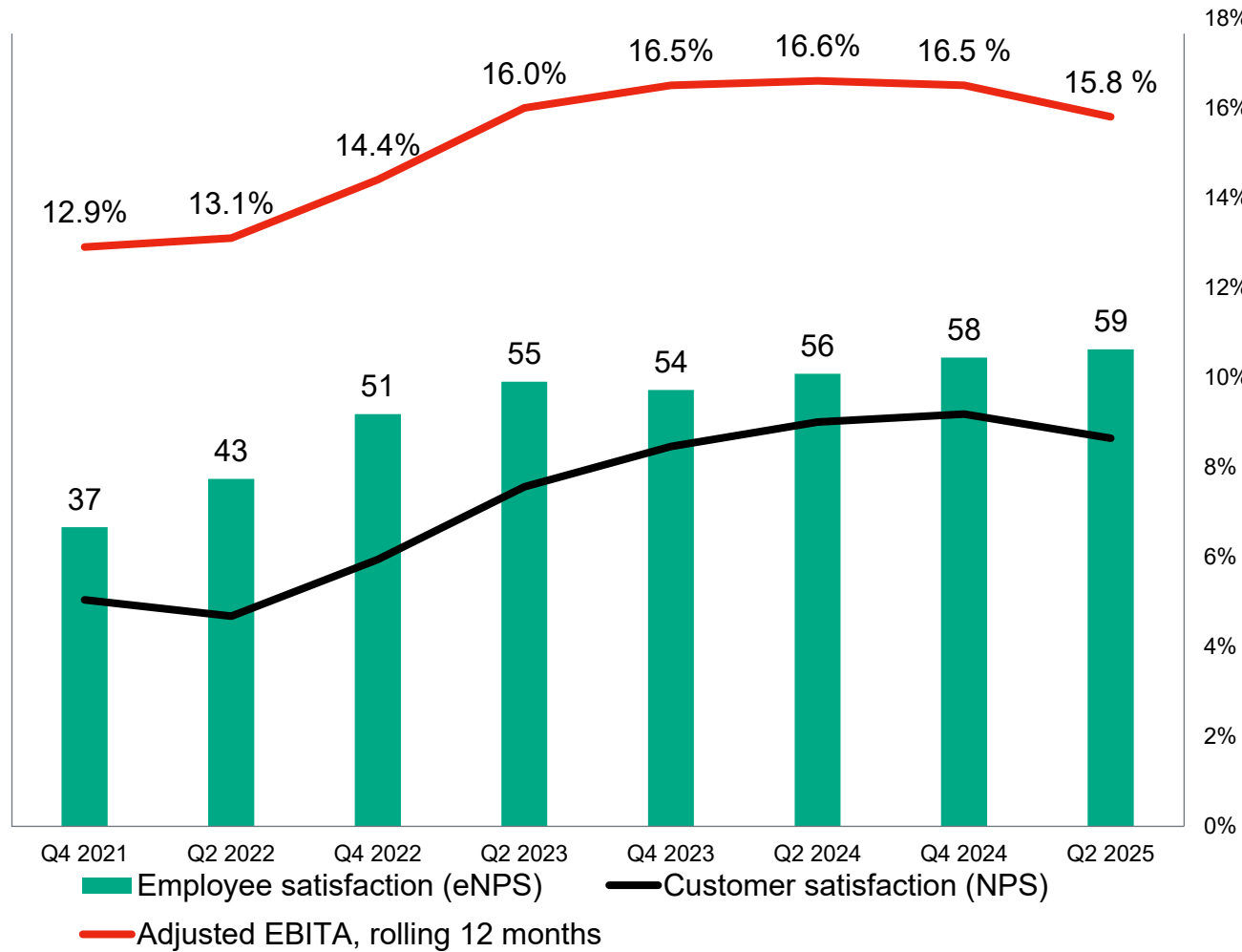
Capital Markets Day 2025

October 2, 2025

Sami Takaluoma, President and CEO

Metso

# We have successfully delivered our post-merger commitments...



eNPS  
**59**  
Top 5%\*

eNPS  
Pulse survey  
**63**  
Top 5%\*



**Metso**

\*Compared to industry benchmark

# ...achieving or nearing our previous targets

## Financial targets established in 2020 and updated in 2023

Adjusted EBITA margin of  
**>17%**  
over the cycle

2024  
16.5%

Maintaining  
**investment grade**  
credit rating

Baa2/  
BBB

Dividend payout of at least  
**50%**  
of earnings per share

2024:  
63%

Progress in sustainability in  
alignment with the  
**1.5°C**  
commitment

On  
track

# The next phase of our strategy is guided by three core principles

**Growth and profitability**

**#1 position**

**Aftermarket**

Prioritized growth areas  
Revised margin targets

Developing market position  
Ensuring customer centricity

Growth in areas with  
high aftermarket intensity

# We go beyond.

Best customer  
experience

Higher  
aftermarket share

Sustainability &  
safety frontrunner

Financial  
excellence

Growth

Excellence

Metso #1

Customer-centric  
growth culture

Engaged  
Metsonites

Industry leading  
capabilities



Metso

Metso

# 'We go beyond.' is driven by sharp focus and prioritization

## Portfolio priorities

Strengthen #1 position in core solutions

Reach #1 position in high-margin, aftermarket intensive solutions

Improve profitability in selected solutions

## Sales

Capitalizing on strong market position. Continue aftermarket growth.

## Profitability

Journey towards targeted margins: focus on strategic solutions + self-help initiatives

## Capital allocation

Prioritized investments to key strategic areas

## Industry benchmark

Leadership in technology and customer service

Growth

Excellence

Metso #1

Metso

# We strive to excel in end-to-end customer experience...

One Metso  
customer  
experience

Industry-  
leading  
service near  
customers



From supplier  
to partner

Go-to-market  
models

Growth

Excellence

Metso #1

Metso

# ...to become the market leader and first preference

#1 in Aggregates  
and Minerals  
segments

#1 in innovation  
and customer  
proximity

#1 choice for  
customers and  
partners

#1 choice for  
current and future  
Metsonites



Growth

Excellence

Metso #1

Metso

# We go beyond - cultivating a customer-centric growth culture

## BUILD ON

## GO BEYOND

Focus on cutting edge technology

with customer value powering our business

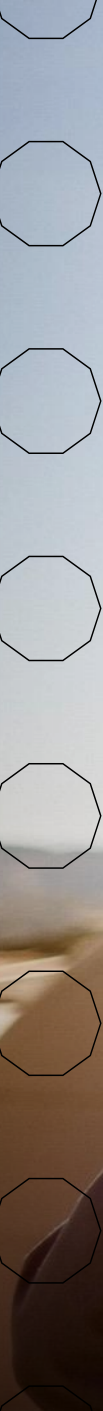
Collaborating

and crushing silos to rock as one Metso

Steady and reliable

going beyond fast and fearlessly

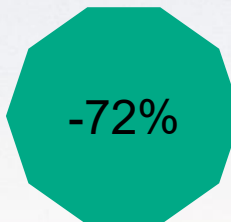
# We'll be the frontrunner in safety and sustainability



*Lost Time Injury Frequency (H1/2025)*



*Emission reduction in own operations (2024)*



*R&D spend on projects with sustainability targets (2024)*



Start with safety

Net Zero journey

Go beyond CO<sub>2</sub>e

# Digital & AI play a role in driving value and efficiency

Create customer value

- Improve and maintain process and equipment reliability and performance

Improve internal efficiency

- Enhance customer convenience and improve service levels
- Improve people performance and internal processes

# We have revised our financial targets for 2028 to fast-track value creation...

## Group financial targets for 2028

Annual sales growth (CAGR)

**>7%**

2024  
-2%

Adjusted EBITA margin of

**>18%**

Aggregates >17% and Minerals >20%

2024:  
16.5%

Net debt to EBITDA

**<1.5x**

2024:  
1.3

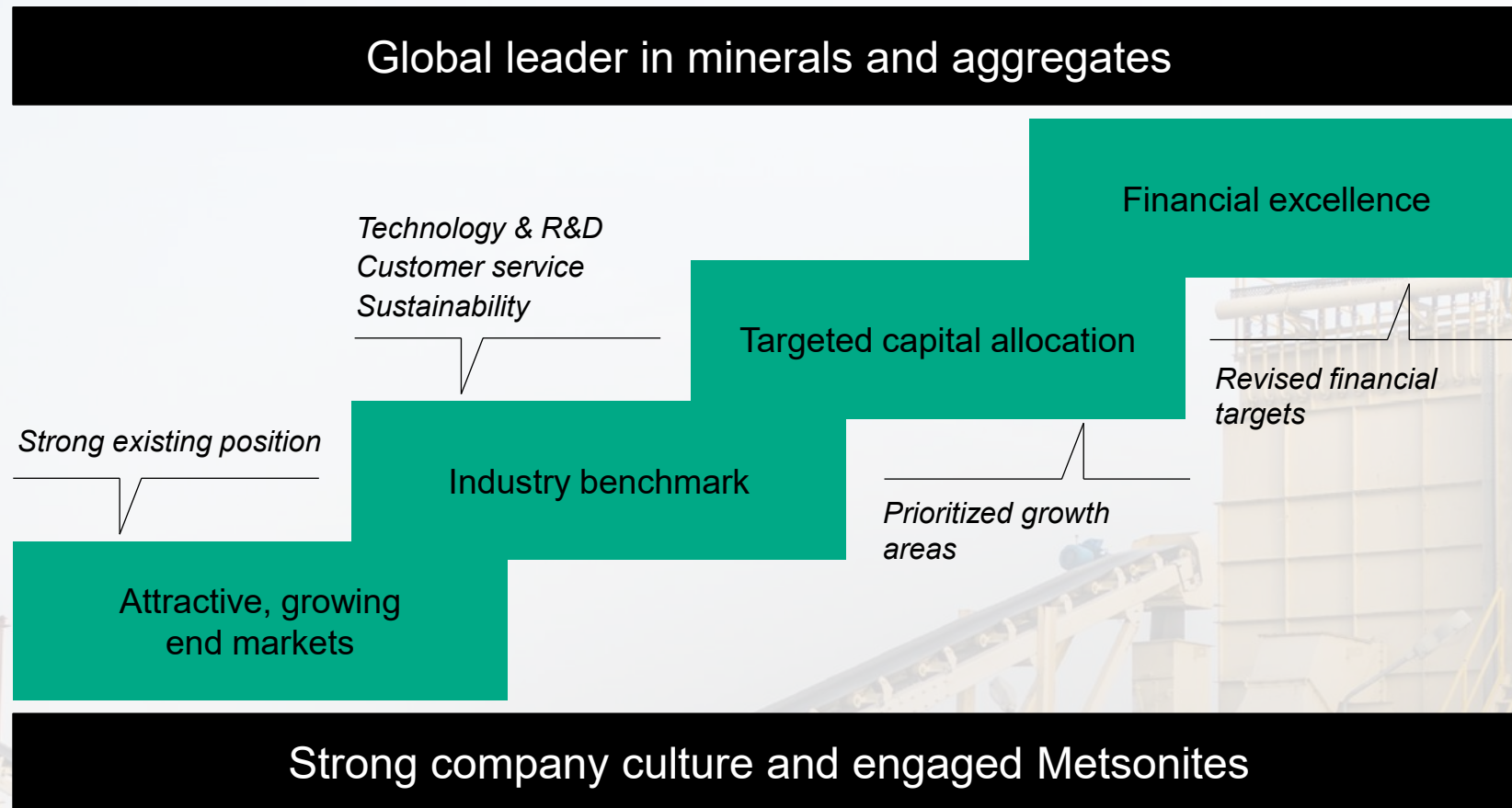
Dividend payout of at least

**50%**

of earnings per share

2024:  
63%

# ...and meet our investor commitments.



We go beyond.

# Metso

## Partner for positive change



[metso.com](https://www.metso.com)

