



# ANNUAL REPORT 2025

DIMECC

|                                                      |   |
|------------------------------------------------------|---|
| CEO Harri Kulmala:<br>Innovation in a Changing World | 3 |
|------------------------------------------------------|---|

|                                |   |
|--------------------------------|---|
| DIMECC Operational Model       | 4 |
| Performance of the forerunners | 4 |
| Program portfolio              | 5 |

|                   |    |
|-------------------|----|
| DIMECC Ecosystems |    |
| MAKE in Finland   | 8  |
| FAME              | 10 |
| AM Campus         | 12 |
| VAMOS             | 13 |
| SW4E              | 15 |
| MEFI              | 17 |

|                              |    |
|------------------------------|----|
| DIMECC Programs and Projects |    |
| Industry X                   | 19 |
| Necoverse                    | 20 |
| DREAMS                       | 21 |
| AMaZe                        | 22 |
| MAISA                        | 23 |
| SumEX                        | 24 |
| Mixed Fleet                  | 25 |
| ESCALTECH                    | 26 |
| Deploy.AI                    | 27 |

# Content



|               |    |
|---------------|----|
| HAL4SVD       | 28 |
| Shift2SDV     | 29 |
| REBOOT Skills | 30 |
| SusTool       | 31 |
| 3DTY          | 32 |

|                                |    |
|--------------------------------|----|
| DIMECC Co-creation Services    |    |
| PoDoCo Postdocs in Companies   | 33 |
| Manufacturing Performance Days | 34 |
| Demola                         | 35 |

|                                          |    |
|------------------------------------------|----|
| DIMECC Networks                          |    |
| Finnish Industrial Internet Forum – FIIF | 36 |
| High Level Forum                         | 37 |
| International Partners                   | 38 |
| Shareholders 2025                        | 39 |
| Board of Directors                       | 41 |
| Management                               | 42 |
| Personnel                                | 43 |
| DIMECC Highlights                        | 45 |
| Key financial information                | 46 |

# Innovation in a Changing World

Has your organisation considered the AI revolution and is it prepared for the forthcoming new ways of working? How about the 10-100 per cent productivity increase that has been promised? Do you and your organisation see the potential in markets that may no longer work according to the traditional market economy rules, but by bilaterally operating governmental decision-makers? How about purchasing and sourcing channels, which may turn out to be more and more mentally divided into acceptable and non-acceptable ones?

All these changes, whether they are technological, psychological or economic, may be called “the new world order”. All this might have sounded irrelevant, ridiculous, or highly unexpected about ten years ago. However, it is our everyday life now.

What can we do? The only answer is innovation. By definition, innovation means something in action (e.g. a product, process, service, or work method) that was not in action a few years ago. “Innovation” does not mean “invention”, but something that brings in or saves money (commercialised, may include an invention, but not necessarily). Innovation means forerunning, doing something better, earlier, or on a larger scale than the competitors. No matter how turbulent the business environment is, innovators lead and define the market.

They show the path and collect the upcoming profits or margins. It has been said that the first in a new market collects more than 10 per cent of the total market during the first ten years of the new business.

DIMECC customers are the forerunners. Thank you for this! It is great to serve and facilitate the work of the most ambitious and competent players in industry. According to the 2025 analysis based on Statistics Finland data (see next page), DIMECC customers outperform companies in the same industry that do not participate in our activities. This is one of the most significant piece of evidence showing that the leaders and winners use DIMECC ecosystems, projects, events, and forums for their renewal and innovation purposes successfully. If you want to join the best and co-create the Future with them, welcome to our co-learning set-up. The new world order is not a reason to stay quiet, it means a must for innovation to all.

I would like to thank all our customers, public funding partners, shareholders, stakeholders and our personnel for their commitment and valuable contribution in 2025.

Harri Kulmala, CEO



# DIMECC's Customers Succeed and Grow Faster

## OUR CUSTOMERS



**+57%**

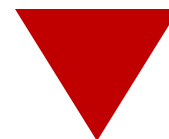
Return on equity



**+14%**

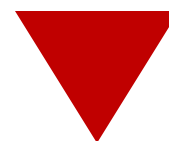
Revenue per company

## INDUSTRY PEERS



**-25%**

Return on equity

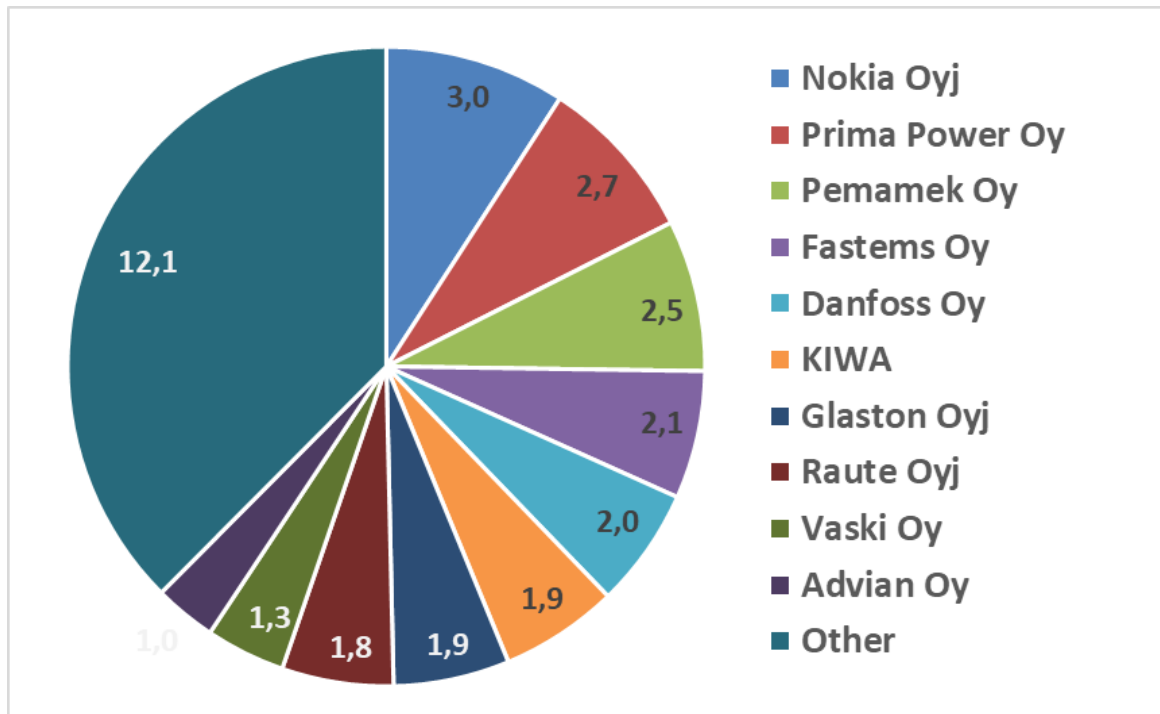


**-11%**

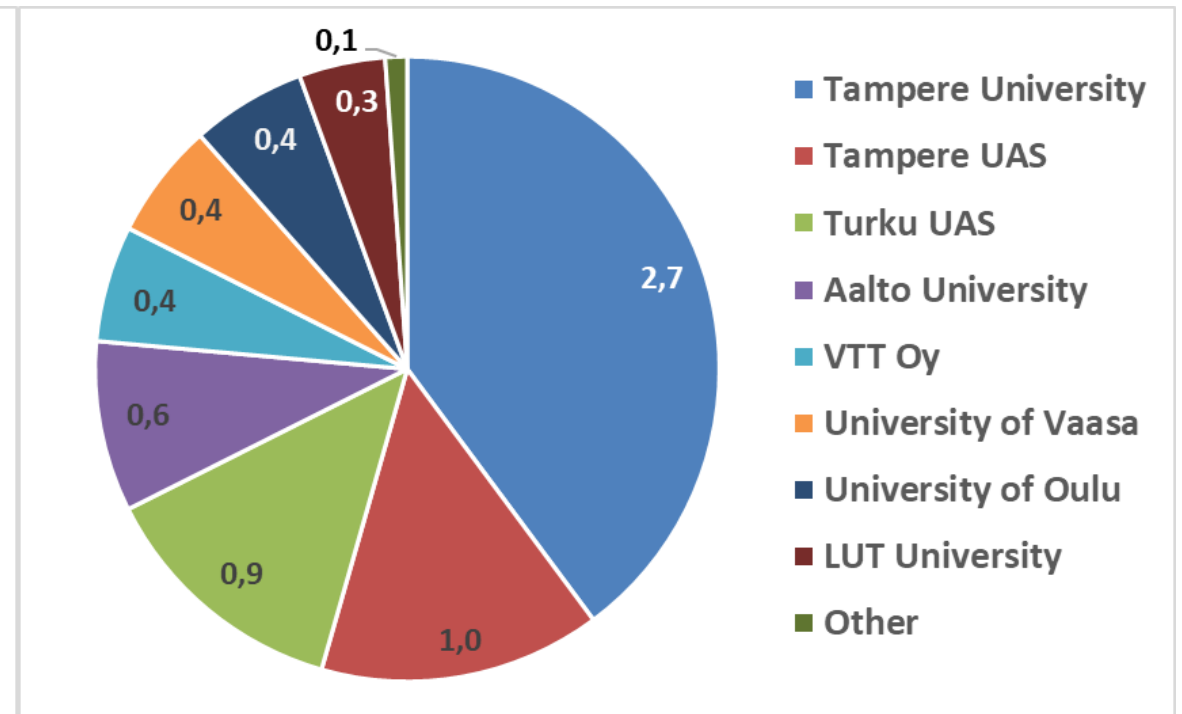
Revenue per company

# DIMECC Program portfolio

## Private Investments in Programs (M€)

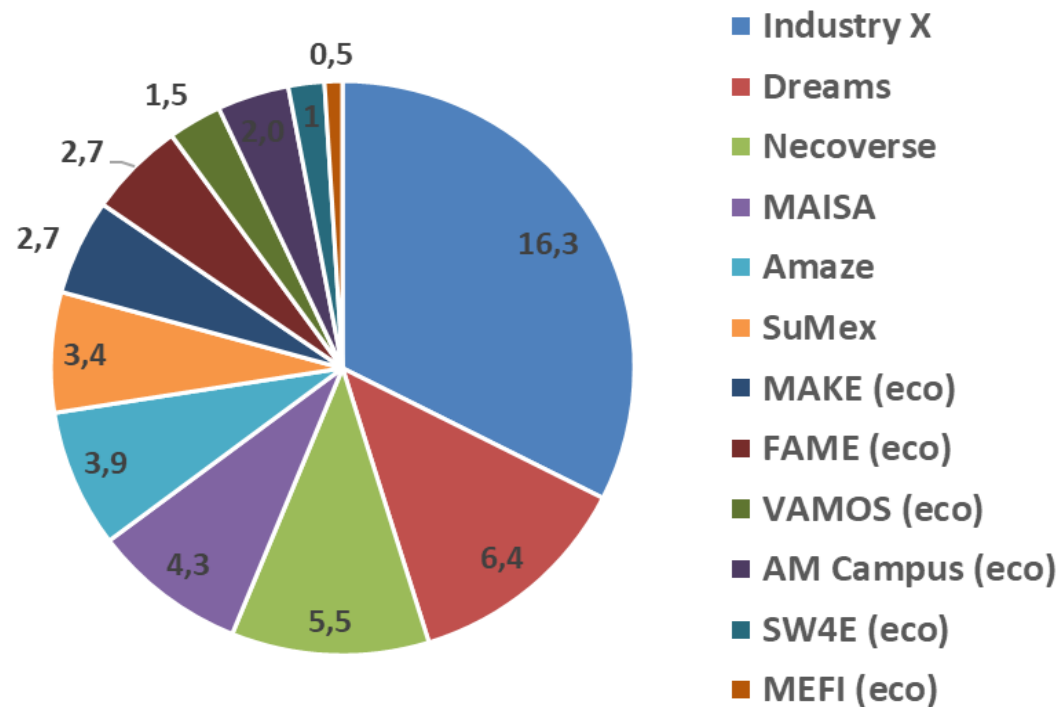


## Research institute budgets (M€)

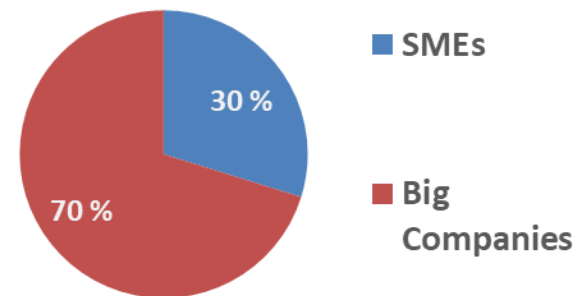
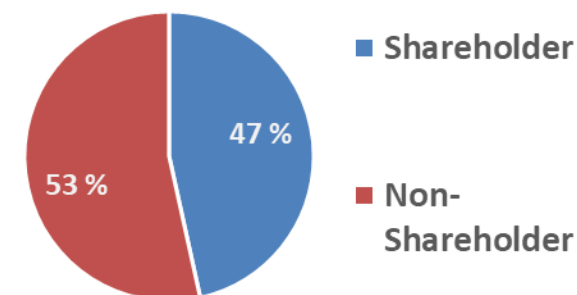


# Budgetary division of program portfolio

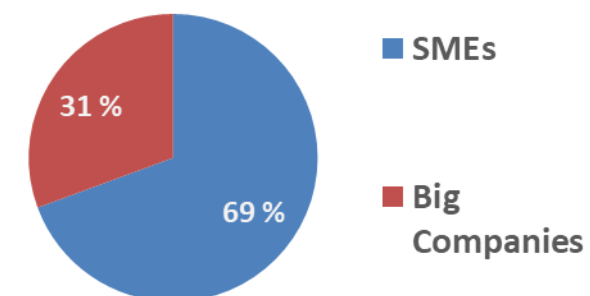
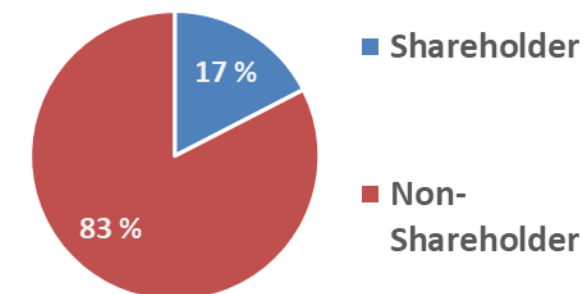
Program budgets (M€)



Share of Budgets



Number companies



# Key Benefits of DIMECC's Ecosystems



## New Business Creation Benefits

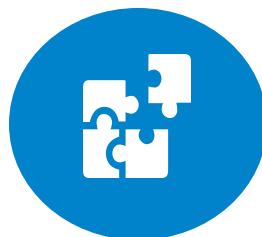
Established ecosystem structure facilitates new business creation.

Streamlined vision and strategy development.

Enhanced knowledge sharing on latest technologies.

Access to ecosystem news, statistics, and external insights.

Increased visibility through member marketing support.



## Collaboration Benefits

Centralized access to shared information.

Exclusive entry to locations, activities, and networks.

Neutral ecosystem moderation by DIMECC.

Efficient funding through budget and resource matching.

Direct networking for stronger connections.

Improved project success with neutral leadership, ensuring timely and budget-compliant execution.



## Innovation Benefits

Shared RDI expertise enables smoother, cost-effective project initiation.

Greater access to public funding and consortia.

Faster innovation cycles and market entry.

More effective planning, resource allocation, and collaboration.

Collective problem-solving enhances value creation.



MAKE is a business-driven and open ecosystem involving all stakeholders throughout the Finnish industrial value chain, strengthening manufacturing networks, solving shared challenges and driving innovation to improve their global competitiveness.

| 60+ Manufacturers & Service providers |             |           |                  |                  |                                  |                             |                           |              | Support & Enablers   |
|---------------------------------------|-------------|-----------|------------------|------------------|----------------------------------|-----------------------------|---------------------------|--------------|----------------------|
| ALFAME                                | ARKANCE     | ATA GEAR  | BECKHOFF         | BLUEFORS         | brightly                         | brilliant*                  | CACTOS                    | CANATU       | DIMECC               |
| CloEE                                 | Danfoss     | DELFOI    | DHL Supply Chain | ELEMATIC         | ELISA INDUSTRIQ                  | Escarmat                    | Fastems                   | FINNPROFILES | Teknologiatallous    |
| FinnSonic                             | FLIQ        | FORTACO   | GEW              | Member PCC Group | JAKAMO                           | JTA CONNECTION              | KEMPPI GROUP              | KESLA        | SIX Academic Fellows |
| KL Mechanics                          | KONEGRANES* | kontram   | KYREL            | Kytölä           | LAPPSET                          | LEINOLAT GROUP              | LINJATERÄS POWDER COATING | LOJER        | Anchor partner       |
| Lumikko                               | METALPOWER  | MIRKA     | NIPEMA           | NOKIA*           | NORR HYDRO                       | nortech IV Nortech Metal Oy | Novacast                  | OK-VISE      |                      |
| POLTOVARI                             | PONSSE*     | posti     | Prima Power      | Promeco          | RANTEK                           | SACOMETAL                   | SANDVIK*                  | SIEMENS      |                      |
| SORA POLYMER GROUP                    | snowflake   | TASOWHEEL | TE AM IT.        | tieto            | TOPdata science A NORTEL COMPANY | TT GASKETS                  | VAISALA                   | VASKI        |                      |
| WÄRTSILÄ*                             |             |           |                  |                  |                                  |                             |                           |              |                      |

# MAKE in Finland – The Finnish Manufacturing Industry Ecosystem

Founded in June 2024 with 15 industry partners and the support of Technology Industries of Finland



# MAKE Highlights 2025

**2025 was a year of growth, consolidation, and increasing impact for MAKE in Finland, strengthening its role as a key collaboration community for smart, sustainable, and competitive manufacturing in Finland.**

Building on the strong foundation established in 2024, MAKE in Finland continued to evolve from a newly launched ecosystem into an active and impactful collaboration community. The shared mission to maximize the competitiveness of the Finnish manufacturing industry and the vision of becoming a globally recognized ecosystem for sustainable and smart manufacturing were increasingly translated into concrete actions, deeper partner engagement, and a more coordinated way of working.

Throughout the year, MAKE in Finland's activities expanded and matured across the four strategic focus areas. Collaboration intensified especially through the four expert networks but also co-development and innovation initiatives, targeted competence development and strategic influencing activities. In parallel, the ecosystem strengthened its role as a platform for systematic information sharing, supporting closer collaboration between its partners but also with relevant stakeholders across all focus areas and contributing to shaping the future direction of manufacturing in Finland.

The ecosystem continued to grow in both scale and engagement during 2025, with over 60 partner companies and almost 450 experts actively participating in MAKE in Finland's activities. This growth strengthened the ecosystem's collective capabilities and enabled the delivery of increasingly ambitious initiatives.

By the end of 2025, MAKE in Finland had further consolidated its position as a unifying ecosystem for the Finnish manufacturing industry. The focus remains on strengthening collaboration at the national level, scaling impact, and driving innovation and sustainable growth while also exploring international opportunities to enhance the long-term competitiveness of Finland's manufacturing sector.

**Business-Driven  
Ecosystem for Smart and  
Sustainable Manufacturing  
Industry**

**[makeinfinland.fi](https://makeinfinland.fi)**

# FAME

Finnish Additive Manufacturing Ecosystem

## Sustainable Additive Manufacturing is Finland's competitive edge





# FAME Highlights 2025

2025 was an important year for the Finnish Additive Manufacturing Ecosystem.

8 new members joined FAME Ecosystem during 2025. This brought the total number of participating organisations to 62, making FAME one of the largest industrial ecosystems in the Nordics for additive manufacturing.

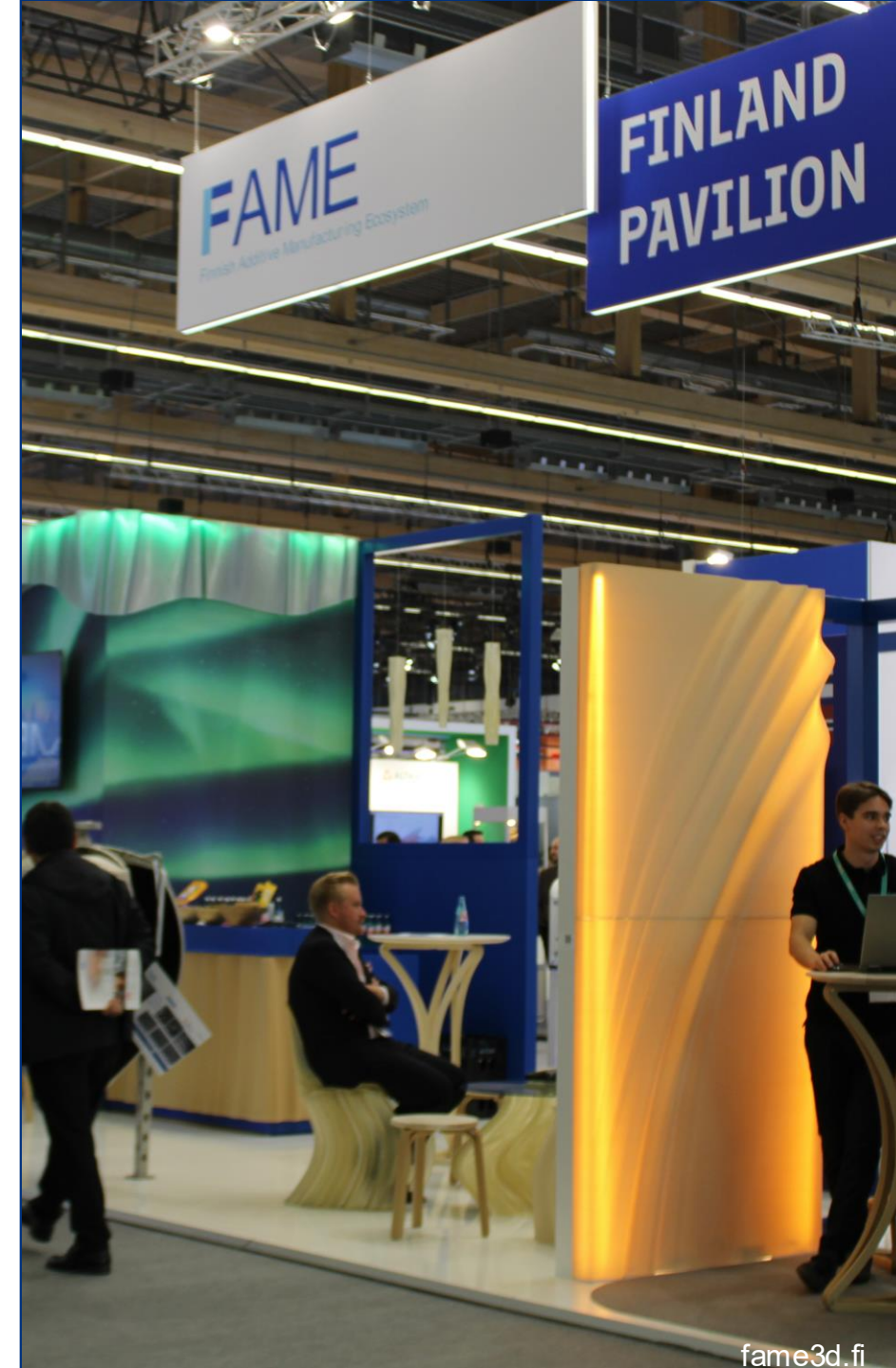
FAME continued partnerships with Danish AM and Norwegian AM hub, strengthening Finnish presence in the Nordics. FAME hosted a Nordic Pavilion at Formnext 25 for the first time, orchestrating the process and bringing together hubs from Sweden, Norway, and Denmark. FAME had a visible presence at the fair, participating in panel discussions, appearing on the main stage, and attending partner events.

The first FAME Symposium 2025 was hosted by Tampere University. The event spanned two days and attracted 70 attendees, from Finland and abroad. Other additive manufacturing training events were also held in-person and online. These sessions were organised by FAME and attracted more than 100 participants.

Business Finland funding for 2024 – 2025 (total budget of 1,7M€) was extended to cover the first half of 2026, as the ecosystem was able to increase the private-public investment ratio to 60-40.

The ecosystem's internal intranet site reached 400 users from the industrial companies and research organisations, facilitating their collaboration and information sharing. FAME organised and participated in many events, including the Finnish Industrial Internet Forum, an excursion to LEGO, 3DP Business Innovators meeting, Global AM summit, Technology Fair and Subcontracting Trade Fair.

FAME renewed its operational structure to organise member-based activities based around thematic areas. These are led by the operational board with the support of the general meeting and the management board.



# AM Campus Highlights 2025

The AM Campus, established in 2022 at Wärtsilä's Sustainable Technology Hub in Vaasa, Finland, provides shared facilities for hands-on learning and practical training in metal additive manufacturing. Created in response to industry needs and aligned with the broader ecosystem vision, the Campus supports skill development, collaboration, and the adoption of advanced AM technologies.

In 2025, the Campus operating model was renewed to better meet the needs of the coming years. FAME Campus operates alongside FAME and is funded entirely through private financing. FAME Campus is a core activity for 2026–2027 and it forms an integral part of the Additive Manufacturing Learning Path of FAME.

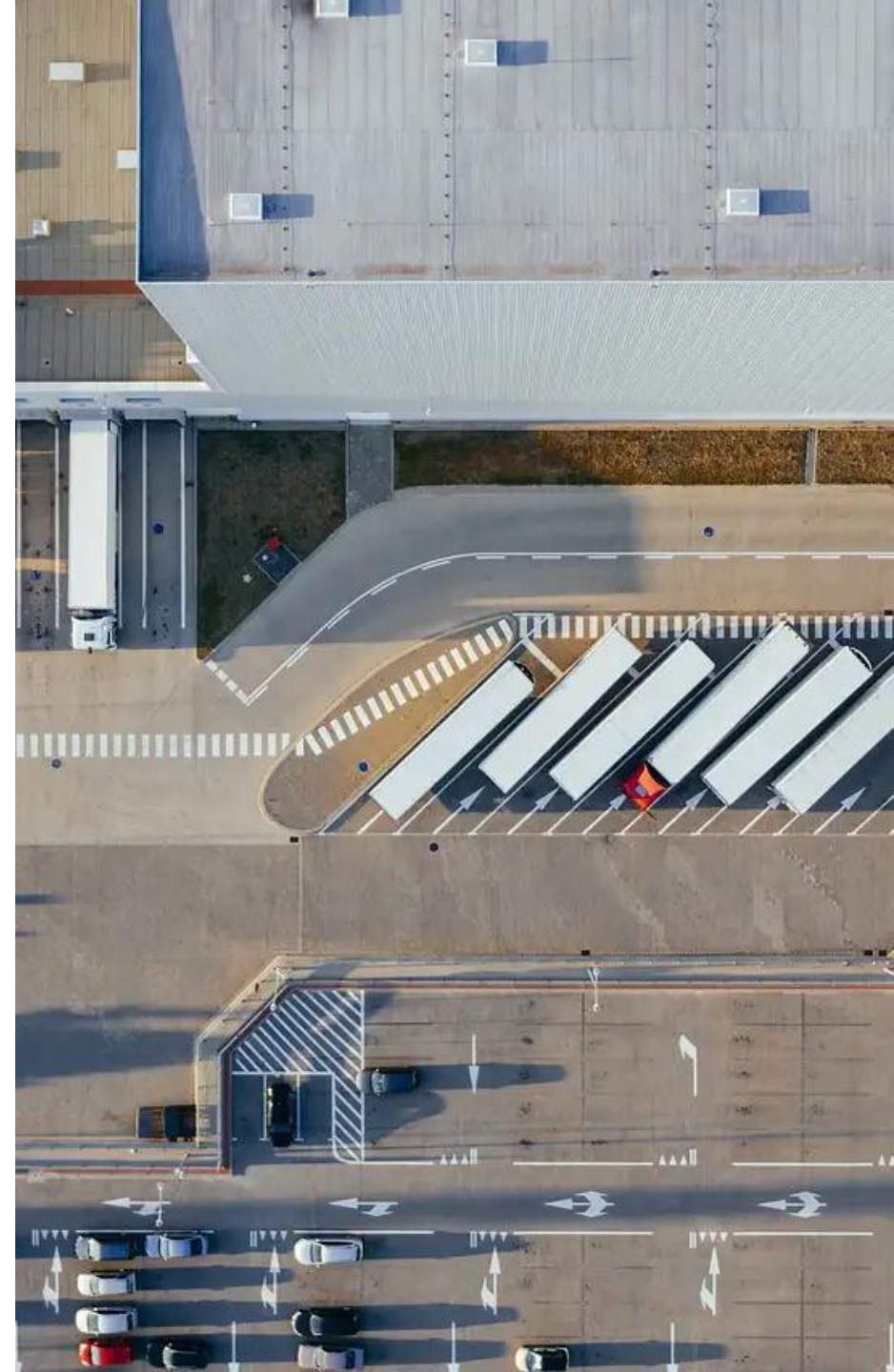
All FAME Partner Members will automatically gain Campus membership, and the facilities are open to any organization interested in exploring and learning about metal additive manufacturing. FAME Campus provides members with a hands-on environment to conduct metal AM trials, build competencies, co-learn, and exchange knowledge.

## AM Campus

<https://fame3d.fi/fame-campus/>



Bringing trusted players together for implementing practical applications for moving people and things with better experience and efficiency.





# VAMOS Highlights 2025

In 2025, the VAMOS Ecosystem achieved significant milestones in advancing autonomous mobility within smart spaces.

## Strategic Partnerships and Membership Expansion

- SAMS Norway Collaboration: VAMOS' partnership with SAMS Norway continued to promote sustainable and autonomous mobility solutions, enhancing cross-border collaboration in the Nordic region.

New Members: Vaisala, Younite, Enico, EV Mobile, Ramboll

## Thought Leadership and Technology Development

- VAMOS FleetCommand digital [demo](#) was created as a joint offering and promoted in various international events across the world looking for piloting opportunities
- VAMOS FlowCommand joint offering was planned for shipyards

## Strategic Initiatives

- VAMOS Workshop: Held in June 2025, this event convened industry leaders from the Nordics to work on service path descriptions in autonomous mobility, with a focus on the digital transformation for last mile logistics, shipyards and ports.

Throughout 2025, VAMOS continued to foster innovation and collaboration, solidifying its position at the forefront of autonomous mobility advancements.

Responding to the challenges of growing complexity and demand by strengthening the know-how of software development methods, technologies and tools.

## SW4E ecosystem members



## VISION

**Finland as a global leader in AI-native software engineering.**

Powered by a result-driven, export-oriented, and cross-sectoral innovation ecosystem.



# SW4E Highlights 2025

SW4E concluded the year with 19 members. The team launched efforts to shape ecosystem strategy and enhance engagement while advancing R&D projects.

In 2025, SW4E successfully launched its flagship project MAISA, facilitated project preparations for three other R&D areas and collaborated in a total of eight ongoing projects.

Building on previous strategy workshops, the ecosystem's thematic areas were updated in 2025 to AI Native Software Engineering, Sovereign and Secure Infrastructure, Competence Development and Sustainable Digitalisation.

The AI Working Group hosted monthly discussions and shared learnings among ecosystem members.

The FAST Software Engineering Doctoral Network collaboration deepened cooperation between academic members and companies, with PhD students tackling industry-relevant software engineering topics.

During 2025, SW4E created together with Tampere University's GPT-lab a working prototype and vision for a national AI Sandbox, which will operate as a testbed for rapid experimentation and co-creation. A publication on the AI Sandbox can be found on the SW4E & [DIMECC websites](#). Further development is being planned and continues in the ecosystem's R&D project portfolio.

The logo for sw4e.fi is displayed in white text on a dark blue background. The background features a large, stylized, abstract shape that resembles a folded piece of paper or a modern architectural element, with a fine, wavy texture. The text 'sw4e.fi' is in a clean, sans-serif font.

# MEFI Metaverse Finland

Metaverse Finland  
Ecosystem has 28  
members  
at the end of year  
2025.



DIMECC

DIMECC  
MEFI

Shaping the Digital Future

# Metaverse Finland Ecosystem

# Metaverse Finland Highlights 2025

The Metaverse Finland Ecosystem (MEFI) has seen rapid expansion during the first half of 2025. By June 2025, MEFI grew its paying membership from 17 to 26, successfully exceeding initial targets. The ecosystem is highly diverse and on track to surpass its goal of 35 members by the end of the project in June 2026. 2025 also marks a significant step towards global integration, Epic Games and Dassault Systemes joining as associate members.

MEFI continues to execute Finland's unique National Metaverse Strategy. The vision of achieving a €30 billion annual turnover by 2035 remains firmly valid. MEFI actively supports the creation of new RDI initiatives, participating in the planning of co-innovation projects like Digital Twins in Action and Milverse, as well as several ERDF projects including Ouluverse and Finverse. To deepen societal impact, MEFI also started regular working groups focusing on industry, society and health.

In 2025, MEFI solidified its position as a global hub by expanding its international collaborations to 9 ecosystems, including partnerships with Vinnova (Sweden), XR4Europe, and the Virtual Worlds Society (USA). The ecosystem's event presence was exceptional, with MEFI participating in 12 events and exceeding targets. Highlights included stepping in to organize MatchXR to keep the community event alive, hosting the Rails Ahead event, and participating in the Osaka World Expo, SWITCH and Nordic Singapore Innovation Days. Through these active efforts, MEFI is successfully expanding export opportunities and building strong bridges with international markets, particularly in Europe and Asia.

**metaversefinland.fi**

# Industry X

<https://industryx.dimecc.com/>

Schedule: 2022-2025  
Volume: 16,3 M€

## INDUSTRYX

The manufacturing industry's requirements for production flexibility and autonomy are growing at an accelerating pace. Key technologies in the change are artificial intelligence, cloud services, edge computing and ultra-fast wireless communication connections (5G).

In the Industry X project, Nokia Technologies and seven industrial equipment suppliers - Fastems, Glaston, Pemamek, Prima Power, Raute, Vacon and Vaski - strengthen their international competitiveness with pioneer applications that utilize the latest developments in digitalization. The project's research institute partner is Tampere University.

The Industry X project, which began in 2022, is initiated by MAKE in Finland member Nokia and facilitated by DIMECC.

NOKIA



Fastems

glaston

Pema  
WELDING AUTOMATION

Prima  
Power



RAUTE

VAGON

VASKI

BUSINESS  
FINLAND

Tampere University



# Necoverse

[www.necoverse.fi](http://www.necoverse.fi)

Schedule: 2023-2025  
Volume: 5,5 M€



The Necoverse project aims at the development and utilization of new training, planning and operating environments in shipbuilding. The main part of the project is a metaverse, which creates shared interactive three-dimensional experiences with the help of virtual reality, augmented reality and videos. The virtual shipyard environment operating in the industrial metaverse offers new opportunities for many people, from interior designers to trainers of shipyard workers.

The Necoverse project is part of Meyer Turku's NEcOLEAP Leading company ecosystem, which aims to develop a climate-neutral cruise ship concept by 2025. In Necoverse, new collaboration tools are being developed for the Meyer shipyard, which improve energy efficiency in training, commissioning, planning, operation and maintenance.



## Programs & Projects

# DREAMS

Database for Radically Enhancing  
Additive Manufacturing and  
Standardization

Schedule: 2022 - 2025  
Volume: 6 M€



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The DREAMS project created a comprehensive and open material database for material mechanical properties by additively manufacturing and testing 10 000 metal test specimens using Laser Powder Bed Fusion (LPBF/M) technology. The data bank will compensate for the lack of industry standards and facilitate the utilization of Additive Manufacturing of metals in the most demanding applications, which will also be studied in the project.

CYIENT



**Patria**



**BUSINESS  
FINLAND**

## Programs & Projects

# AMaZe

Additive Manufacturing post-processing automation

Schedule: 2024 - 2026  
Volume: 3,9 M€

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AMaZe project is aiming to increase the capacity for post-processing of 3D-printed parts through creating an automation solution for de-powdering and quality assurance. The developed solutions will minimize human interaction with powder material, decrease the dependency on error detection by humans, and will increase the personal safety.

Other activities include creating a traceability framework of parts and resources. Also, enhance the sustainability and circularity of AM parts through reduction of wasted powder material and introduction the Digital Product Passport.

The project is part of Valmet's leading company ecosystem (Beyond Circularity), which aims to develop process technologies, automation and services to create value by utilizing renewable and recycled materials, industrial sidestream rejects and waste.



## Programs & Projects

# MAISA

Managed AI-powered software innovations

Schedule: 2025 - 2027  
Volume: 4,3 M€



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MAISA brings together industry and research partners to scale generative AI from individual use to team- and organisation-level software development. The project focuses on integrating trustworthy, secure, and customised AI solutions into enterprise software engineering workflows, addressing key challenges such as IP protection, data security, quality assurance, and collaborative productivity.

MAISA's objectives are to:

- Boost software development productivity by 30–40% through AI-assisted ideation-to-deployment workflows.
- Improve software quality and trustworthiness using AI-based assurance and safety practices.
- Create organisation-specific AI solutions by leveraging proprietary data and internal expertise.



BUSINESS  
FINLAND



## Programs & Projects

# SuMEx

## Sustainable Manufacturing Excellence

Schedule: 2024 - 2026  
Volume: 3,5 M€



Sustainability is emerging as a pivotal force shaping products and services across both consumer and business sectors. Consumer demand for sustainable products has set high standards for manufacturing, materials, design, and recycling. To meet these criteria, manufacturers must infuse sustainability into the entire design and production process and value chain from the very beginning

Sumex project aims to equip partner companies with the means to meet the sustainability requirements. Project's main objectives are:

- Understanding customer sustainability requirements.
- Utilizing agile analysis tools for environmental impact assessment during design.
- Establishing processes for evaluating and communicating product environmental impact.
- Developing innovative features to reduce energy use, material loss and enhance usability



# Mixed Fleet

[www.fima.fi/mixedfleet](http://www.fima.fi/mixedfleet)

Schedule: 1.8.2023 – 31.7.2026 (3 yrs)  
Volume: 12,5 M€



Mixed Fleet research project studies how autonomous machines and human workers or manually operated machines are working together in the same workflow. Another research target is optimizing work site operations by combination of machines of different types and models and machines from various manufacturers.

The research gives new knowledge to understand the role and behavior of humans in collaboration with autonomous machines. Another research topic studies and develops methods and tools for the flexible and rapid programming of mixed fleet systems, as well as examining the role of domain experts as programmers. A significant part of the research and number of demonstrations carried out in collaboration with companies focus on situational awareness and safety issues in demanding in mixed fleet systems. Beside the technology challenges, new business opportunities and value creation in multi-actor collaboration will be studied.

**KONECRANES®**

**Logisnext**  
mitsubishi logisnext europe

**ATOSTEK**

**NAVITEC  
SYSTEMS**

 Tampere University

**VTT**

**FIMA**  
Forum for  
Intelligent  
Machines

**VAMOS**  
AUTONOMOUS  
MOBILITY IN  
SMART SPACES

**BUSINESS  
FINLAND**

## Programs & Projects

# ESCALTECH



Schedule: 1.3.2023-28.2.2026  
Volume: 1,8M€



The ESCALTECH program supported technology start-ups to scale up in Finland, Estonia, and Latvia by providing structured mentorship, training, and networking opportunities. Altogether 23 Finnish startup participants have benefited from the ESCALTECH program that started with company roadmapping, where businesses outlined their growth plans. After this, mentors and trainers were carefully selected by project partners to provide strategic guidance and tailored support regarding e.g. internationalisation, business development, and go-to-market development.

In 2025, ESCALTECH highlights included various trainings on e.g. finance management, B2B Sales, attracting capital and talent. The program emphasized cross-border collaboration, facilitating travel and participation in relevant events such as TechChill, Latitude59, Manufacturing Performance Days, and Slush, allowing ESCALTECH startups to connect with their Baltic counterparts. The grand finale was the final seminar held in Riga, joining companies from all partner countries to learn more about growth models and what investors look for in startups. The companies also shared their experiences regarding scaling up.

During the program, multiple ESCALTECH companies increased their turnover, raised investments, developed their product/business model, and entered new markets. Altogether 92 companies participated in the program, and 44 of these achieved scale-up status across the partner countries.

## Programs & Projects

# DeployAI



Schedule: 1.1.2024-31.12.2027

Volume: 28 Meur

<https://aiod.eu/>



DIMECC

## AI on Demand Platform: Vendor-independent AI services platform accelerating the European AI Ecosystem

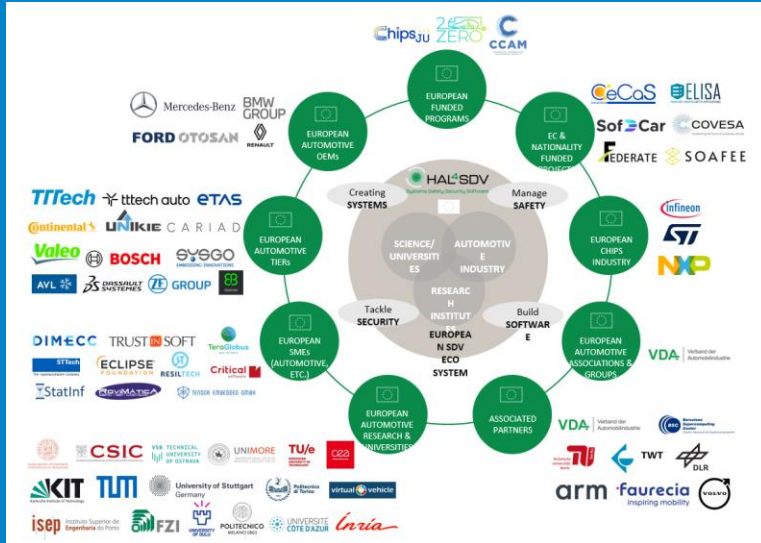
DeployAI is the European project - together with AI4Europ - that provides the foundation for the AI-on-Demand Platform (AIOD). AIOD is a trusted, neutral, and vendor-independent European gateway that connects companies, researchers, public organisations, and ecosystem intermediaries with AI solutions, tools, infrastructures, and partners.

AIOD supports practical AI adoption and scaling across sectors by combining discovery through the Business Navigator, brokerage and collaboration via the AI Marketplace, and access to European initiatives and infrastructures such as EDIHs, TEFs, AI Factories, and European LLMs.

DIMECC contributes centrally to outreach, marketing, and business development, with a strong focus on engaging industry - especially SMEs - through targeted programs and ecosystem-driven activation.

## Programs & Projects

# HAL4SDV



Schedule: 1.4.2024 – 1.4.2027

Volume: 64,5 M€



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The HAL4SDV project's mission is to advance European solutions in software-defined next-generation vehicles. HAL4SDV will enable software configuration that abstracts from vehicle hardware, paving the way for a Software-Defined Vehicle (SDV) approach for both safety-critical and non-safety-critical applications in future vehicles.

HAL4SDV is ready to shape the future of mobility, secure Europe's leadership in the automotive sector, and drive progress toward a more connected, efficient, and environmentally conscious future in the automotive sector. Moreover, it responds to the pressing need for Europe to invest massively in technological leadership in the automotive domain, ensuring the region's future growth and prosperity.

HAL4SDV is driven by anticipated advancements in microelectronics, communication technology, software engineering, and AI to tackle the four Ss: Systems, Safety, Security, and Software.

The consortium consists of 63 partners from 11 EU countries.

DIMECC will participate in the project's communication, dissemination, and standardization activities.





## Programs & Projects

# SHIFT2SDV

**SHIFT2SDV**  
MIDDLEWARE FOR THE  
**SOFTWARE-DEFINED  
VEHICLE OF THE FUTURE**



Schedule: 1.7.2025 – 1.7.2028  
Volume: 70,0 M€



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Shift2SDV is a pan-European innovation initiative driving the transition toward fully software-defined vehicles (SDVs). The project focuses on developing a flexible, modular middleware framework and open interfaces that decouple vehicle software from hardware, enabling faster innovation, safer architectures, and lifecycle updates across the automotive industry.

Co-funded under the Horizon Europe Chips Joint Undertaking (Chips JU), Shift2SDV brings together over 70 leading industry and research partners to design scalable, microservice-based software platforms that meet the demanding safety, security, and performance requirements of modern vehicles. The initiative plays a key role in reinforcing Europe's competitiveness in next-generation mobility solutions.

DIMECC acts as Finland's national coordinator in the project, supporting collaboration among Finnish participants including VTT, University of Oulu, Plugit, Nordic Inertial, and Boogie Software.

The project not only advances SDV architectures but also helps shape a sustainable, interoperable future for European automotive innovation.

# REBOOT SKILLS

Schedule: 1.1.2023-31.12.2025  
Volume: 3,9M€



REBOOT Skills aimed to upskill and reskill current and aspiring manufacturing workers by providing short courses in Cybersecurity, Robotics, AI, IoT, and Additive Manufacturing. The project united EU education providers and industry partners, offering tailored short trainings to empower workers and the manufacturing industry. Trainings were co-designed by project partners and industry representatives to ensure relevance and impact of the results.

DIMECC continued its dissemination activities towards its ecosystems and networks, as well as to other groups, to ensure the tailored training offering reached relevant audience. In 2025, the project was concluded, having not only achieved its initial objectives but also exceeded them. In total, 50 tailored short trainings were delivered - double the original goal of 25 - and 1443 individuals participated, significantly surpassing the target of 1197.

The final seminar of the REBOOT Skills project took place in Brussels on November 27, 2025, bringing together project partners, key stakeholders, and a broader professional audience to reflect on outcomes and future directions. To maximize the positive uptake and the momentum, project partners are now planning the next steps to achieve a sustainable model for providing such courses in the future.

## Programs & Projects

# SusTool: 'Corporate Sustainability Reporting Tool' becomes ESG Tool

Schedule: 1.1.2023-31.12.2025  
Volume: 3,5M€



The SusTool project developed a sustainability reporting platform: [ESG Tool](#). for SMEs that helps better align business performance with CSRD and the sustainability standards. In 2025, DIMECC focused on various tasks aimed at finalizing and disseminating the IT solution and the methodology behind it.

These activities included:

- Piloting the tool in Finland
- Translating the tool into Finnish
- Regional launch events in Estonia, Latvia, Lithuania, and Finland
- Thematic webinars on value chain, materiality, and stakeholder engagement
- Online transfer seminars and tool demonstrations for companies and academia
- Partnership in the Finland Pavilion at COP30 (UNFCCC)
- Participation in the Subcontracting Trade Fair (Alihankintamessut) in Finland
- National roundtables with stakeholders
- Social media and media outreach campaigns
- Sustool Final Conference with regional and EU-level stakeholders in Riga

## Programs & Projects

# 3DTY

<https://www.3dty.fi/>

Schedule: 1.8.2023-31.7.2026  
Volume: 3.2M€



DIMECC

3D printing of large structures is brought to the use of the manufacturing industry with a national collaboration project (3DTY).

The implementation of the project is carried out by the Additive Manufacturing Research and product development operators of Northern Finland (University of Oulu, Lapland Education Center REDU), Eastern Finland (University of Eastern Finland, Savonia University of Applied Sciences), Southern Finland (LUT University) and Western Finland (Tampere University of Applied Sciences). Innovation platform DIMECC Ltd's ecosystems Make in Finland and FAME (Finnish Additive Manufacturing Ecosystem) ensure the project's business impact. 3DTY includes twenty companies from the manufacturing industry around the country.

3DTY is part of the Renewing and competent Finland 2021–2027 EU regional and structural policy program. The support of the European Regional Development Fund (ERDF) has been granted by the South Savo Business, Transport and Environment Center (ELY). DIMECC is in charge of the communication and dissemination work package in the project.



**FMT**  
FUTURE MANUFACTURING  
TECHNOLOGIES



UNIVERSITY OF  
EASTERN FINLAND



**LUT**  
University

**SAVONIA**  
University of Applied Sciences

**DIMECC**  
**FAME**  
Finnish Additive Manufacturing Ecosystem  
**MAKE**  
IN FINLAND



Tampere University  
of Applied Sciences



**REDU**



**Euroopan unionin  
osarahoittama**



# PoDoCo – Post Docs in Companies

[www.podoco.fi/](http://www.podoco.fi/)



Post Docs in Companies, PoDoCo™ program, is a joint initiative of industry and foundations.

The aim of the PoDoCo program is to promote academic research supporting long term competitiveness and strategic renewal of Finnish companies, and the employment of young doctors in industry.

Collaboration is based on PoDoCo project that consists of two phases: research period and targeted research period (6-12 months each).

Research period is funded by a foundation and targeted research period by the company.

There are two application rounds each year: Spring (March 1<sup>st</sup> – April 15<sup>th</sup>) and Autumn (September 15<sup>th</sup> – October 31<sup>st</sup>)

So far PoDoCo has granted 284 grants.







# Manufacturing Performance Days

[mpdays.com](https://mpdays.com)

The Manufacturing Performance Days (MPD) is an international, top-level B2B summit held biannually in Tampere, Finland. MPD serves as an executive and visionary event for digital and manufacturing industries, researchers, and technology and service providers worldwide.

The event brings together top management from manufacturing and digital business companies, internationally recognized experts in digitalization, and academia to discuss and showcase best industrial practices, operational excellence, novel business concepts, and groundbreaking scientific and technological advancements.

Company visits, side events, meetings, and networking opportunities foster potential for R&D&I collaboration across borders and create opportunities for new business connections. MPD is a registered trademark of DIMECC.

The 9th MPD took place on June 4–5, 2025, at Tampere Hall, with the theme “Manufacturing in the Age of AI.” Strategic partners of MPD 2025 included Beckhoff Automation, Dassault Systèmes, DIMECC, Fastems, Reaktor, Siemens, Technology Industries Finland, Tampere University, and VTT. The number of participants was more than 700.

The preparations and first agreements for MPD 2027 (June 9–10.6.2026) were secured.

# Demola

[www.demola.net](http://www.demola.net)



Demola is partly owned by DIMECC Ltd.

Demola Global helps businesses and organisations to explore future impacts and driving forces to build future-proof strategies. Since 2011, Demola has worked with more than 1,500 corporations, growth companies and public organisations.

Together with companies, cities and governmental stakeholders Demola aims at running 1000 innovation teams yearly on the platform in Finland by 2026.

By building a bridge between the decision-makers of today and tomorrow, Demola aims for improved and more democratized ability to react to changes as a society.

# Finnish Industrial Internet Forum – FIIF

[www.fiif.fi](http://www.fiif.fi)



FIIF is a company-driven match-making forum that boosts sustainable digitalization of companies and their businesses.

The main target of the FIIF is to showcase concrete initiatives and practical actions that turn digitalization visions into business, as well as ensure and enhance the competitive edge of companies.

During 2025, FIIF organized eight events covering the following topics: Industrial Metaverse, Future of manufacturing, High Performance Computing & LUMI AI factory, OPC UA, Generative AI in manufacturing, European microchips and Industry X project final results seminar. On average, 89 persons joined per event.

Three issues of FIIF Newsletters were published during the year. On December 31, 2025 FIIF had 150 partner organizations and 683 names on its mailing list.

# High Level Forum

High Level Forum is an international forum devoted to co-learning between the leading innovation ecosystems. It is managed by the Grenoble Innovation Campus GIANT (Grenoble Innovation for Advanced New Technologies).

The High Level Forum was initiated in 2012. In the Forum, high-performance city-based innovation ecosystems are present. Tampere is the Finnish city invited to attend the HLF among more than 30 internationally recognized cities in innovation. Harri Kulmala and Clémentine Arpiainen from DIMECC work at the HLF Steering Committee. DIMECC has in ten years brought Finns the opportunity to learn from the best by active participation in the Forum.

The goal of the High Level Forum is to share policies, strategies and experiences about innovation management and promotion between leading campuses, to encourage and strengthen collaboration between the world's most powerful innovation ecosystems, and to develop common initiatives for maximizing the social and economic benefits of innovation programs from the participating campuses.

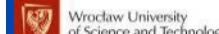
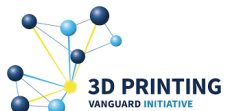
# Collaborative international organizations & networks

DIMECC

EU



European Advanced Manufacturing Support Centre



We connect with the best partners and influence larger entities.

ROW





# Shareholders 2025

## SHAREHOLDER

## N. OF SHARES

|                                        |     |                                     |     |                                               |     |
|----------------------------------------|-----|-------------------------------------|-----|-----------------------------------------------|-----|
| Aalto-korkeakoulusäätiö                | 150 | Knowit Cloud Partnerships Oy        | 12  | SSH Communications Security Oy                | 12  |
| ABB Oy                                 | 120 | KONE Oyj                            | 120 | Stiftelsen Arcada                             | 9   |
| Andritz Oy                             | 50  | Konecranes Oyj                      | 120 | Stiftelsen Svenska Handelshögskolan           | 40  |
| Bittium Technologies Oy                | 120 | Kongsberg Maritime                  | 50  | Suunto Oy                                     | 12  |
| Boliden Kokkola Oy                     | 50  | Kumera Oy                           | 50  | Tampereen Ammattikorkeakoulu Oy               | 40  |
| Centria Ammattikorkeakoulu Oy          | 12  | Lapin Ammattikorkeakoulu Oy         | 40  | Tampereen korkeakoulusäätiö                   | 76  |
| CSC-Tieteen tietotekniikan keskus Oy   | 12  | Lapin Yliopisto                     | 24  | Technopolis Oyj                               | 60  |
| Digita Oy                              | 52  | Lappeenrannan teknillinen yliopisto | 64  | Teknologian tutkimuskeskus VTT Oy             | 210 |
| Elisa Oyj                              | 120 | Laurea Ammattikorkeakoulu Oy        | 52  | Teleste Oyj                                   | 12  |
| Oy L M Ericsson Ab                     | 120 | Medialiitto                         | 12  | Telia Finland Oyj                             | 120 |
| EXFO Oy                                | 12  | Metropolia Ammattikorkeakoulu Oy    | 52  | Tieto Finland Oy                              | 120 |
| Fastems Oy Ab                          | 50  | Metso Oyj                           | 170 | Tuotekehitys Oy Tamlink                       | 64  |
| FIMA Forum for Intelligent Machines ry | 50  | Meyer Turku Oy                      | 120 | Turun Ammattikorkeakoulu                      | 52  |
| Finn-Power Oy                          | 50  | Murata Electronics Oy               | 24  | Turun yliopisto                               | 64  |
| Haaga-Helia Oy Ab                      | 12  | Nokia Oyj                           | 120 | Vaasan yliopisto                              | 40  |
| Helsingin yliopiston rahastot          | 24  | Nokia Solutions and Networks Oy     | 84  | Wapice Oy                                     | 50  |
| Hiab Oyj                               | 120 | Oulun yliopisto                     | 64  | Wärtsilä Finland Oy                           | 120 |
| Inno-W Oy                              | 12  | Outokumpu Oyj                       | 120 | WithSecure Oyj                                | 12  |
| Itä-Suomen Yliopisto                   | 12  | Prizztech Oy                        | 12  | Åbo Akademi                                   | 24  |
| Juridiska Personen Åbo Akademi         | 40  | Rautaruukki Oyj                     | 120 | Älykkään liikenteen verkosto - ITS Finland ry | 12  |
| Jyväskylän ammattikorkeakoulu          | 12  | Raute Oyj                           | 50  |                                               |     |
| Jyväskylän yliopisto                   | 52  | Reaktor Innovations Oy              | 12  |                                               |     |
| Kaakkois-Suomen ammattikorkeakoulu     | 12  | Sanoma Oyj                          | 120 |                                               |     |

# DIMECC's 65 shareholders:



# Board of Directors



**Tapani  
Tilus**

Chair of the  
Board  
CDO  
**Raute Oyj**



**Ilona  
Lundström**

Vice Chair of the  
Board  
Chair of the Board  
**Metropolia**



**Mika  
Grundström**

Vice President,  
Research  
**University of  
Vaasa**



**Tero  
Hottinen**

Vice President,  
Strategic  
Partnerships  
**KONE Oyj**



**Laura  
Juvonen**

Senior Vice  
President Strategy  
**VTT**



**Jukka  
Parkkinen**

Director,  
Research &  
Technology  
**Bittium Oyj**

Board of directors was elected in the annual general meeting in April 29, 2025. The board had 9 meetings in 2025. In 2025, the remuneration paid to board members was 150€/meeting (200€ for the chair).

Since April 29th 2025, BDO Ltd, and Mrs. Nina Nieminen has worked as the auditor in charge of the company.

# Management Team



**Dr. Harri Kulmala**  
Chief Executive Officer

External positions in 2025:

- Member of The Royal Society of Arts, Manufacturing & Commerce
- Member of high-level group, EU ManuFuture technology platform
- Associate professor (docent), LUT
- Member of innovation and competitiveness council, Finnish Technology Industries
- Scouter Mobility Ltd. member of the board
- Linz Center of Mechatronics, member of strategic advisory board
- GIANT High Level Forum, member of steering committee



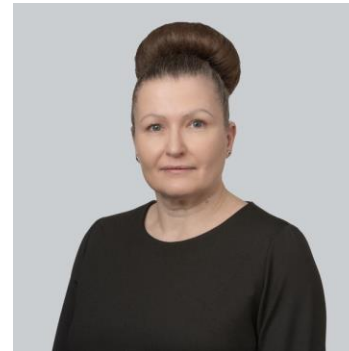
**Dr. Sini Metsä-Kortelainen**  
Head of Ecosystems



**Lisbet Frey**  
(Master of Public Administration)  
Head of HR and Accountability



**Rauno Hatakka**  
(B.Sc. (Eng))  
Head of Sales



**Dr. Heli Harrikari**  
Head of EU Strategy



**Dr. Seppo Tikkanen**  
Head of PMO

External positions in 2025:

- ADRA PPP, member of the board



**Roope Pajasmaa**  
(M.Sc., EMBA)  
Head of Transformation & Growth



# Personnel (Dec 31st 2025)



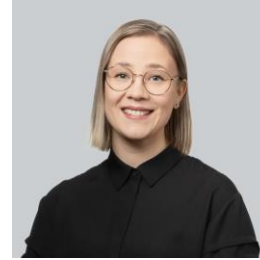
**Clémentine Arpiainen**  
(M.Sc. (Pol. Sc.),  
M.Sc. (Int. Rel.),  
M.Sc. (Dev. Studies))  
Ecosystem Lead  
Disruptive Renewal Scout



**Mia Backman**  
(Master of Culture  
and Arts, MBA)  
Customer  
Experience Lead



**Sarita Blomqvist**  
(M.A. (Journalism))  
Ecosystem  
Facilitator



**Mimmi Erkkilä**  
(BBA)  
Event Manager



**Mrehan Elshehawy**  
(B.Sc. (Eng.), PMP®)  
Senior Project  
Manager



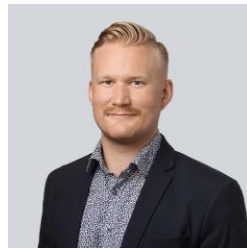
**Medha Gupta**  
(M.Sc.)  
Ecosystem and  
Project Lead



**Emilie Hachem**  
(B. Eng.)  
Ecosystem  
Facilitator



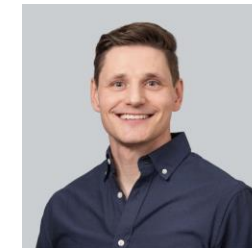
**Tuulia Haveri**  
(M.Sc., MBA)  
Senior Ecosystem  
Lead



**Eetu Holstein**  
(M.Sc. Eng)  
Senior Ecosystem  
Lead



**Antti Karjaluoto**  
(M.Sc. Econ.,  
M.Sc. Admin.)  
Disruptive  
Renewal Officer



**Asko Kokkonen**  
(M.Sc. Tech)  
Ecosystem and  
Project Lead



**Kaisa Kaukovirta**  
(M.A., BBA)  
Communications &  
Marketing Manager



# Personnel (Dec 31st 2025)



**Markus Korpela**  
(M.Sc. Eng)  
Senior Expert



**Kuisma Nadia**  
(MBA)  
Project Expert,  
Communications and  
Dissemination



**Ville Lämsä**  
(M.Sc.)  
Manager, Project  
Planning and  
Preparations



**Prof. Markku Oivo**  
Distinguished Advisor



**Marika Moilanen**  
(BBA)  
Manager, Finance



**Dr. Arto Peltomaa**  
Program Manager



**Doris Pryjma**  
(M.Sc. Eng)  
Manager, EU Relations  
& Collaboration



**Vilma Saari**  
(M.Sc. (Tech))  
Ecosystem Lead



**Eija Syrjämäki**  
(B.Eng., M.Soc.Sc.)  
Ecosystem Facilitator,  
Project Manager



**Janne Uggeldahl**  
(MBI)  
Senior Project  
Manager



**Jani Vallirinne**  
(M.Sc.)  
Ecosystem Lead

# DIMECC Highlights 2025



Manufacturing Performance Days (MPD 2025) was organized for the ninth time in June. The summit was themed “Manufacturing in the Age of AI” and welcomed 700 manufacturing industry leaders, researchers, and technology and service providers from around the world to meet and exchange views at Tampere Hall.

In addition to the main program, MPD 2025 included seminars, workshops, and site visits.



Wärtsilä was recognized for its active involvement in the FAME – Finnish Additive Manufacturing Ecosystem and the MAKE in Finland ecosystem with the DIMECC Prize. The prize was presented at the Sustainable Product Development – DIMECC’s 18th Annual Seminar, held in Turku with the University of Turku and Turku University of Applied Sciences. The award was received by **Christian Sundman** of Wärtsilä and presented by DIMECC’s **Sini Metsä-Kortelainen** and **Harri Kulmala**.

Photo: Via Ramstén



MatchXR 2025, the Nordic region’s leading one-day event for immersive technologies, was organized by the Metaverse Finland Ecosystem and DIMECC at Arabia Creative Campus in Helsinki.

The day culminated in the MatchXR Awards Gala, during which **Mika Luimula**, the first inductee into the XR Hall of Fame, **Santeri Saarinen**, Head of Research at the Helsinki XR Center, and **Ohto Pentikäinen**, CEO of Doublepoint Oy, were honored.

# Key financial information

The financial year 2025 of DIMECC ended December 31st. Due to DIMECC's role as a non-dividend sharing company, the key financial information is presented in short form and without traditional business performance measures.

**DIMECC**

| Profit and Loss Statement    |                      |
|------------------------------|----------------------|
| <i>Income</i>                |                      |
| Net sales                    | 2 184 191,47         |
| Other income of operations   | 2 039 761,12         |
| <b>Total Income</b>          | <b>4 223 952,59</b>  |
| <i>Expenses</i>              |                      |
| Materials & services         | -414 237,34          |
| Personnel costs              | -2 884 980,81        |
| Other expenses of operations | -1 333 290,73        |
| <b>Total expenses</b>        | <b>-4 632 508,88</b> |
| <b>Operating loss</b>        | <b>-409 119,45</b>   |
| Financial income             | 121 909,19           |
| <b>Loss of the year</b>      | <b>-287 210,26</b>   |

| Balance Sheet                                     |                     |
|---------------------------------------------------|---------------------|
| <i>Assets</i>                                     |                     |
| Stocks, shares, and fixed assets                  | 499 400,00          |
| Long-term investments                             | 1 689,73            |
| Receivables                                       | 2 445 695,69        |
| Cash and bank balances                            | 1 397 545,42        |
| <b>Total assets</b>                               | <b>4 344 330,84</b> |
| <i>Liabilities and shareholders' equity</i>       |                     |
| Restricted equity                                 | 1 146 500,00        |
| Non-restricted equity                             | 2 302 113,91        |
| Net losses from previous years                    | -187 288,37         |
| Net loss of the year                              | -287 210,28         |
| Liabilities                                       | 1 370 215,56        |
| <b>Total liabilities and shareholders' equity</b> | <b>4 344 330,84</b> |

# Annual Report 2025

DIMECC Ltd.  
Pakkahuoneenaukio 2  
33100 Tampere  
Finland  
[www.dimecc.com](http://www.dimecc.com)  
Business ID (Finland)  
2179030-4

**DIMECC**