

Growing the service business profitably

Outotec Capital Markets Day 2017
Markku Teräsvasara, President & CEO
Outotec House – September 21



The agenda

- Our baseline today
- Our key levers to reach our targets
- How we will ensure successful implementation
 - our people

We see big opportunities to grow our service business



Large installed base



Strong market position in services, especially in filters



Well positioned in digitalization



Proprietary spare parts provide good lifecycle service opportunities



Our technology knowledge is world renowned



Work closer with our customers



Increased standardization and itemization lead to shorter lead times
Increase the number of service agreements



Deliver a small number of high impact projects



Increase design for service



Better customer management and better asset management

Most of the growth will come from serving our own installed base

Customer share

Efficiency and profitability

Organization development



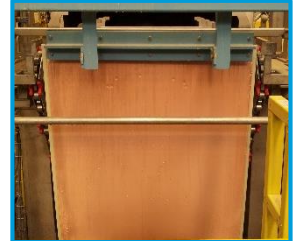
1,100 grinding mills

130 non-ferrous smelters



10,000 flotation units

80 full deposit stripping machines



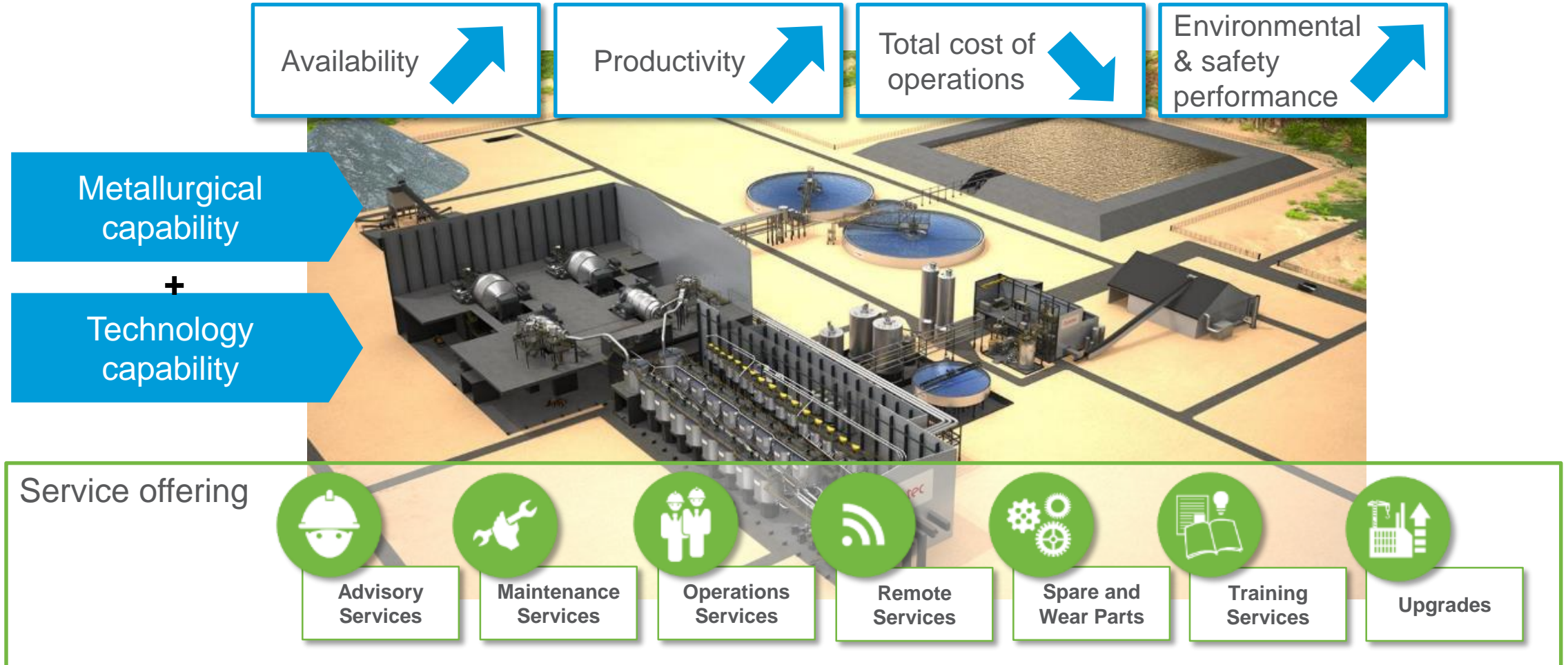
3,500 filters

650 sulfuric acid plants



High service potential

Using our strong metallurgical and technology expertise to improve customers' productivity



We will grow our service business profitably

Customer share

Efficiency and profitability

Organization development

Services that improve customers' productivity and reduce their total cost of ownership

Increased customer share

Improve efficiency and profitability

Build service organization

Annual average service sales growth over 10%

We have concrete plans to capture the growth opportunities



New service products



Increase service agreement penetration



Process and performance audits and asset walks



Shorter lead times

Digitalization creates value for our customers and enhances our productivity

Customer share

Efficiency and profitability

Organization development



Smart connected equipment:
Intelligence on process and equipment performance through remote monitoring



- Preventive maintenance
- Process performance optimization
- Remote trouble shooting & advisory
- Business intelligence



Smart Services:
Digital tools for field services and customer support

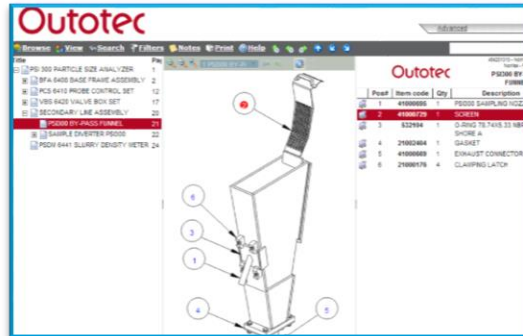


- Digital product catalogues
- Work instructions and documentation on-line
- Service view to equipment and documentation
- Fleet management
- Reporting, proposals and invoicing
- Robotics for dangerous work

Design-to-services increases lifecycle business opportunities



Serviceability, maintainability & reliability



Easy spare parts identification & ordering



Proprietary parts provide sustainable margins



Modular product design with upgrade potential



Standardized, itemized parts in capex deliveries

Clear progress in service organization since April

Customer share

Efficiency and profitability

Organization development

Dedicated business unit with clear focus and resourcing

Business responsibility in Market Areas, with offerings and support from global functions

Service business (order intake, sales) reported in the two segments, Minerals Processing and Metals, Energy & Water

Most resources in market areas close to customers

Our customers now have better access to global expertise and dedicated local services

Local capabilities at customer interface



- Certified field service technicians
- Site Account Managers
- Dedicated Services sales people

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Leveraging global expertise



- Global pool of process experts to facilitate production process and performance improvement audits
- Global pool of shutdown service experts
- Service solutions sales

Summary:

We will grow our service business profitably



Outotec



Sustainable use of
Earth's natural resources