

November 11, 2020

Capital Markets Day 2020



Metso:Outotec

Forward looking statements

It should be noted that certain statements herein which are not historical facts, including, without limitation, those regarding expectations for general economic development and the market situation, expectations for customer industry profitability and investment willingness, expectations for company growth, development and profitability and the realization of synergy benefits and cost savings, and statements preceded by "expects", "estimates", "forecasts" or similar expressions, are forward looking statements. These statements are based on current decisions and plans and currently known factors. They involve risks and uncertainties which may cause the actual results to materially differ from the results currently expected by the company.

Such factors include, but are not limited to:

- 1) general economic conditions, including fluctuations in exchange rates and interest levels which influence the operating environment and profitability of customers and thereby the orders received by the company and their margins
- 2) the competitive situation, especially significant technological solutions developed by competitors
- 3) the company's own operating conditions, such as the success of production, product development and project management and their continuous development and improvement
- 4) the success of pending and future acquisitions and restructuring.

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Aggregates

Markku Simula, President, Aggregates
Sami Takaluoma, President, Consumables
Markku Teräsvasara, President, Services



Metso:Outotec

We are the global leader in aggregates crushing and screening solutions

GROWTH

2016-2019 Sales CAGR
Total 14%
Organic 9%

Grow faster than
competitors & market
(4 - 6%).

PROFITABILITY

2019 actual
adjusted EBITA 12%

Towards
15% adjusted EBITA

Target market position:

#1 globally and in all main markets

#1 in all main products

#1 in customer satisfaction

Quarry customers

Offering focus: unit
crushers and
systems and related
aftermarket

Mid size to
very large

High quality
aggregates with
high yield

Cost per ton

Long term
investment &
permits

Contractor customers

Offering focus:
track mounted
equipment and
related
aftermarket

Small to mid sized
or part of a group

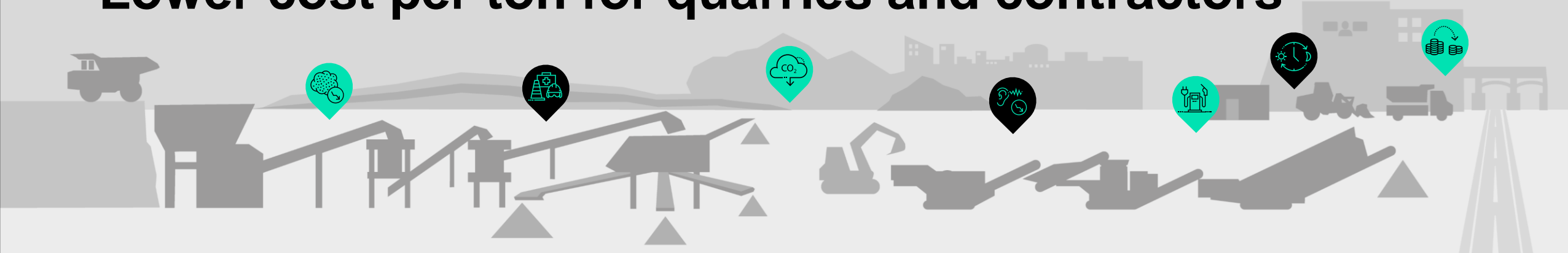
Processing aggregates
and/or Construction &
Demolition waste

Project based

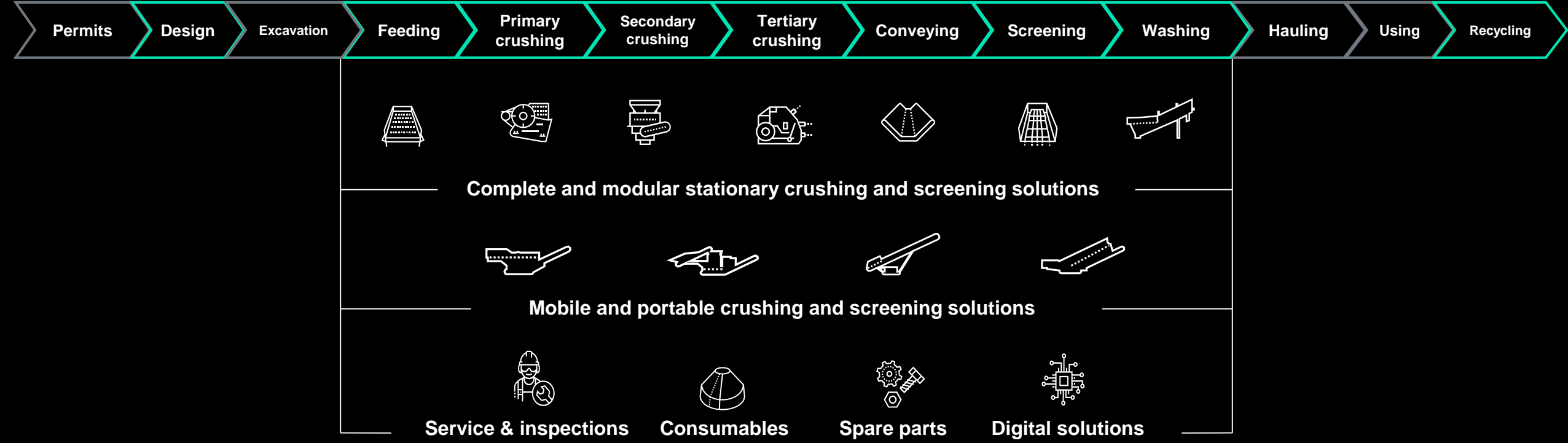
Cost per ton

High seasonal
impact
















Lower cost per ton for quarries and contractors



Our portfolio for sustainable aggregate crushing and screening



Serving our customers' different needs

Global brands		Aggregates recycling & demolition	Aggregates contractors	Quarries
	Crushing & screening solutions with lifecycle services			
	Mobile crushing, screening & recycling			
Regional brands		Aggregates recycling & demolition	Aggregates contractors	Quarries
	Heavy duty crushing & screening			
	Heavy duty electric crushing & screening			
	Fit-for-purpose crushing & screening			
OEM business				
OEM	Metso Outotec technologies			

Growth trends in aggregates

Mid-market

China

India

Digital offering

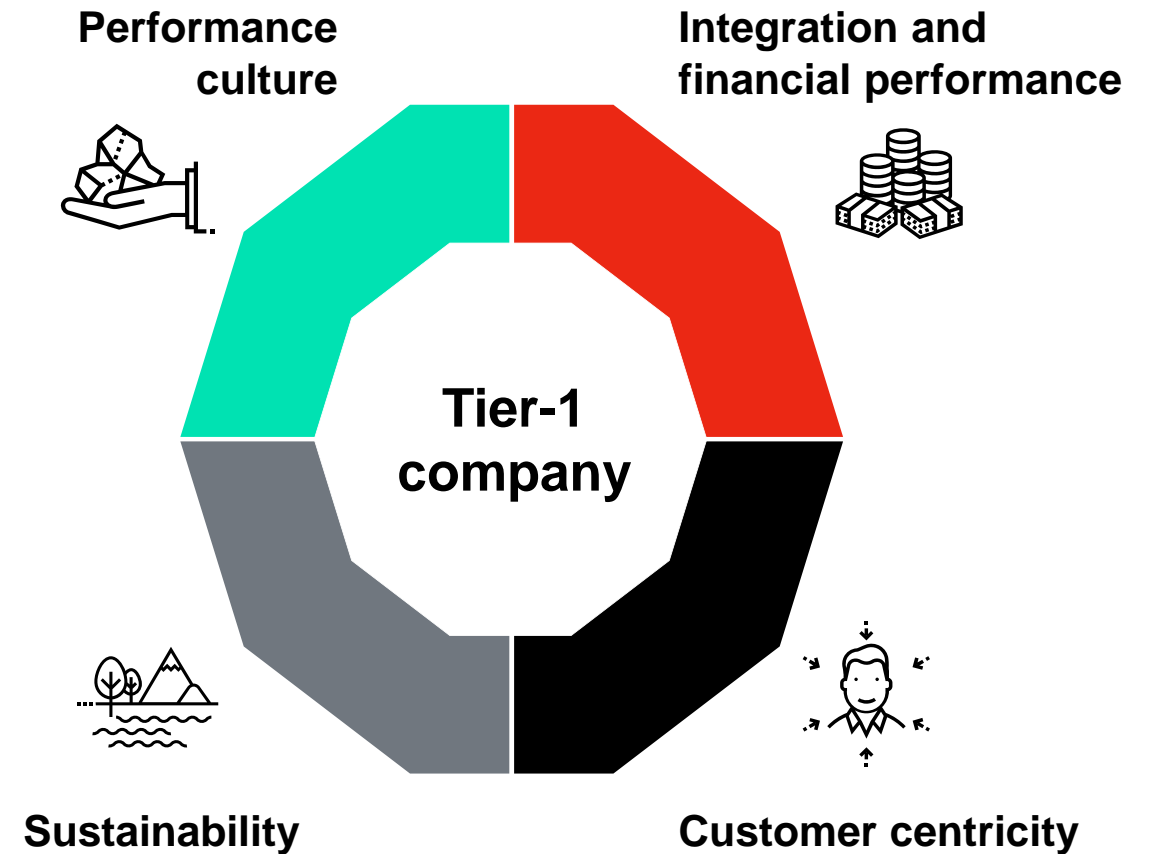
Aftermarket

Sustainable offering

Mid-market focus in the aftermarket business

- Growing crusher wears in upper mid market
- Delivering on customer needs
- Product portfolio and go-to-market models
- Distribution management

Discussing **Customer centricity and Sustainability** TOP priorities



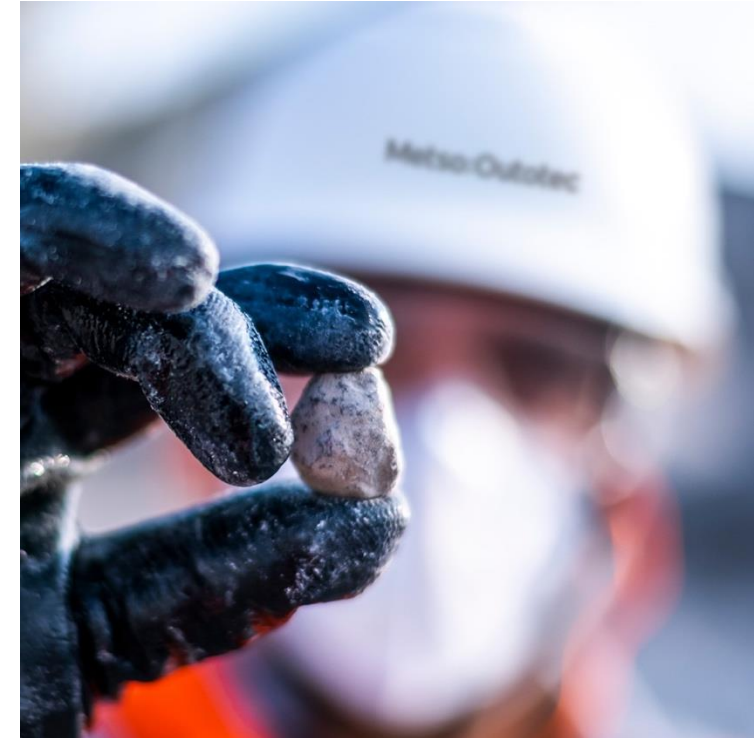
Improving service levels to create value for customers

Benchmark availability, reliability and total cost of ownership

Industry leading safety and sustainability services

Commercial excellence & customer centricity

Digitalization enabling & creating value



Customer KPIs



Sustainability



Safety



Availability



Reliability



Speed



Efficiency



Performance

Our services provide the best value over the life cycle

Globally more than 230 Life Cycle Services contracts in the aggregates industry

Equipment support - Maintenance enhancement - Productivity enrichment

- Sustainable wears and spares
- Maintenance
- Operations support
- Financial solutions
- Training

Customer KPIs



Sustainability



Safety



Availability



Reliability



Speed



Efficiency



Performance

Sustainability drivers in product development



Safety



Energy efficiency



Dust and noise emissions

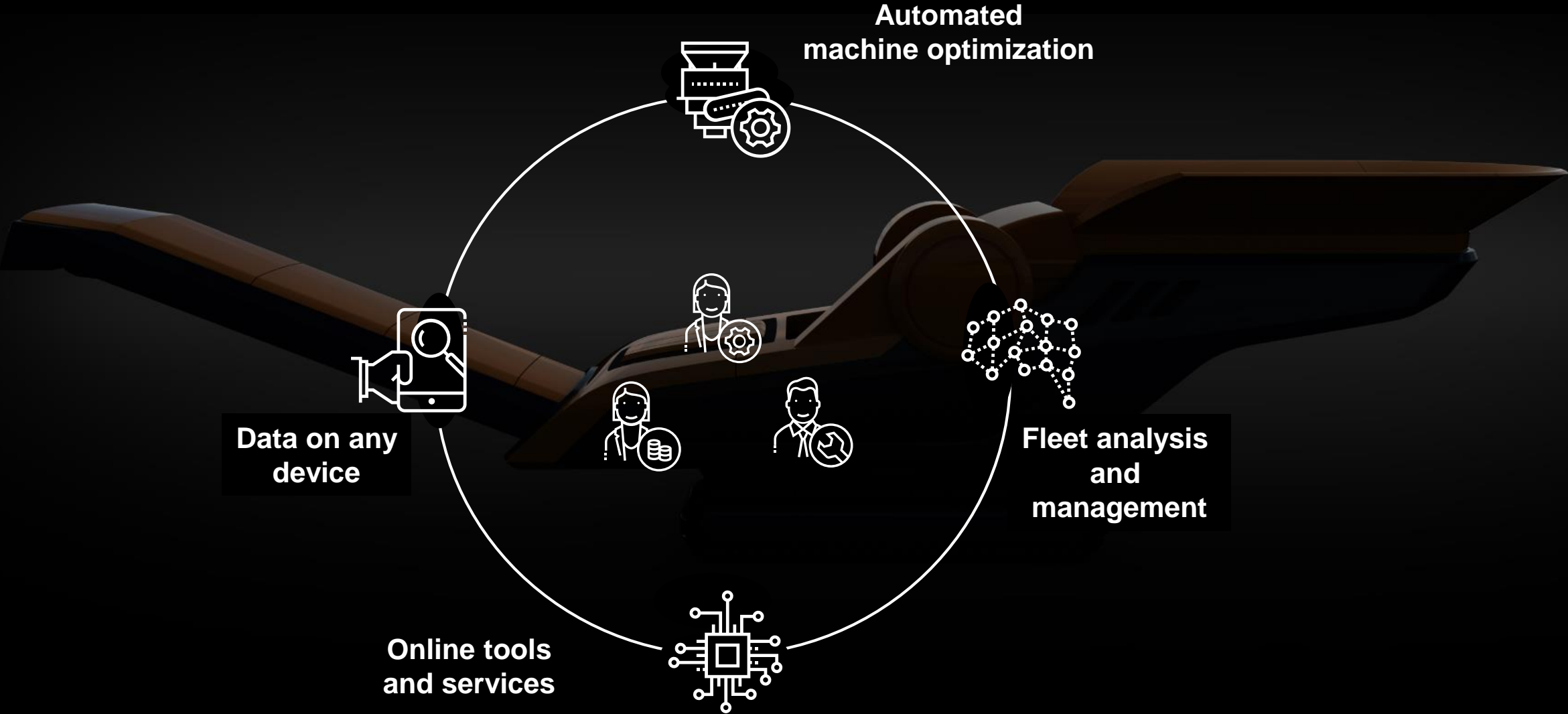


Manufactured sand



Recycled aggregates

Digitalization in aggregates



Significant profitability improvement

Product costs

- Production shifts towards lower cost countries
- Sourcing initiatives
- Utilize technologies across brands and economies of scale

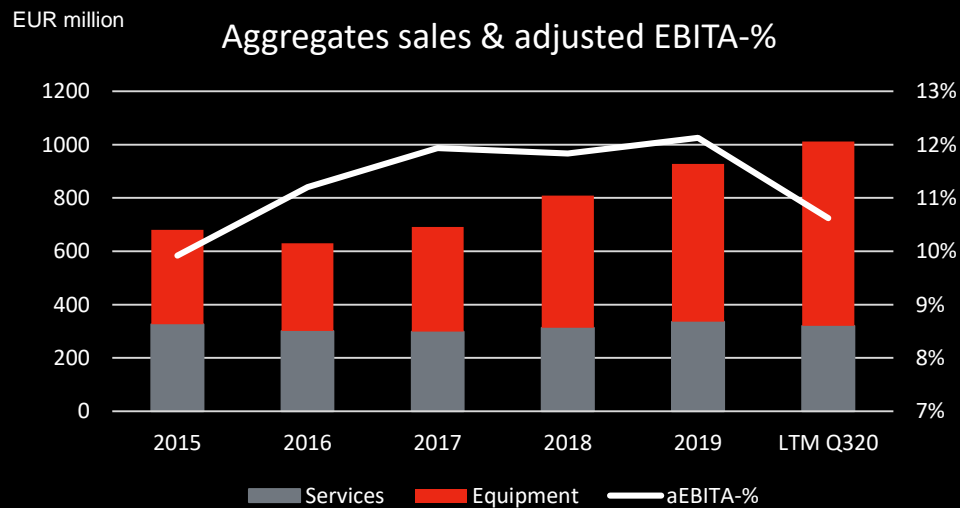
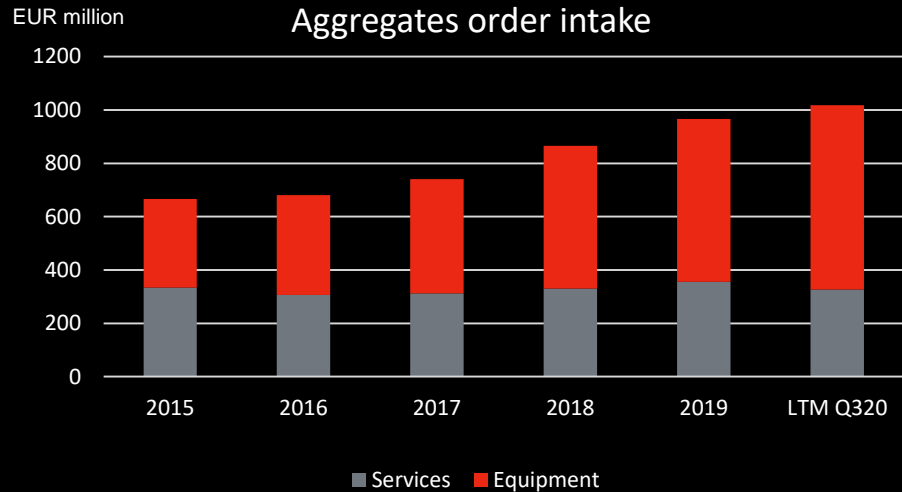
Sales and distribution

- Refocus distribution management
- Streamline sales channels
- Commercial excellence

Fixed cost at main locations

- Streamline support, logistics and administration
- Expand engineering in India and China
- Reduce external engineering in Europe

Continuing profitable growth



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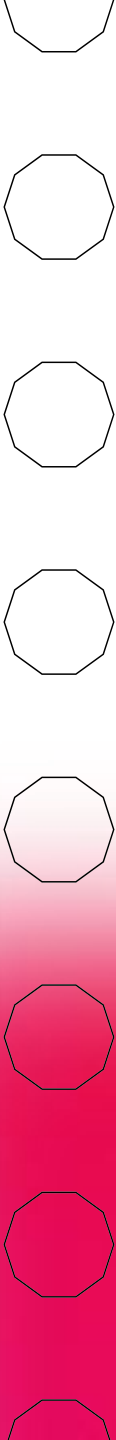
Grow faster than competitors

- Utilize multi-channel and multi-brand approach
- Grow in mid-market equipment and aftermarket
- Go East
- Go Digital
- Provide sustainable solutions to all customer segments

Profitability improvements

- Reduce product costs
- Optimize sales and distribution
- Streamline fixed costs
- Improve efficiency of logistics

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Partner for positive change



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