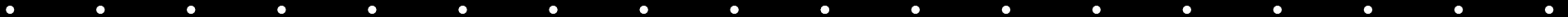
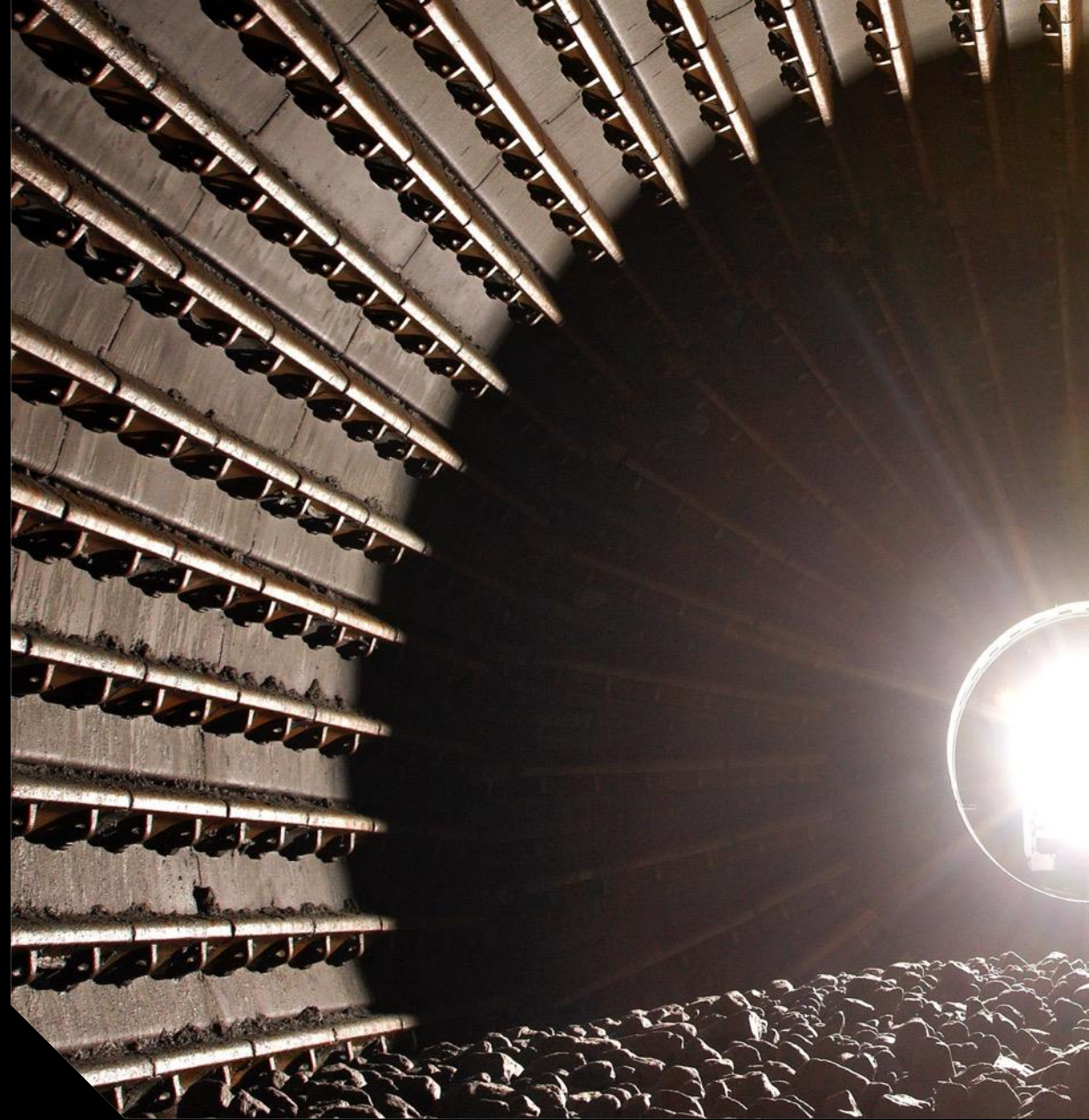


Metso:Outotec

Building an industry leader

Pekka Vauramo
President and CEO

Capital Markets Day
September 15, 2022



Enabling sustainable modern life

MEGATRENDS

Urbanization
Electrification
Sustainability
Resource scarcity

VISION

To be customers' number one choice for sustainable use of Earth's natural resources. Together we deliver service, reliability, innovation and results – safely.

TOP PRIORITIES

Financial performance
Customer success
Sustainability
Performance culture

BRAND PROMISE

We are the partner for positive change



AGGREGATES | MINERALS | METALS | SERVICES | CONSUMABLES

VALUES



High ambition
– always



Customer in
center



Getting it done
– together



Open and
honest



Merger has been **successfully executed**

- Synergies achieved faster than planned
- Combined offering delivering growth and value
- Strengthening performance culture
- Total shareholder return 72%*



Strong platform for growth and higher profitability

Product and aftermarket focus

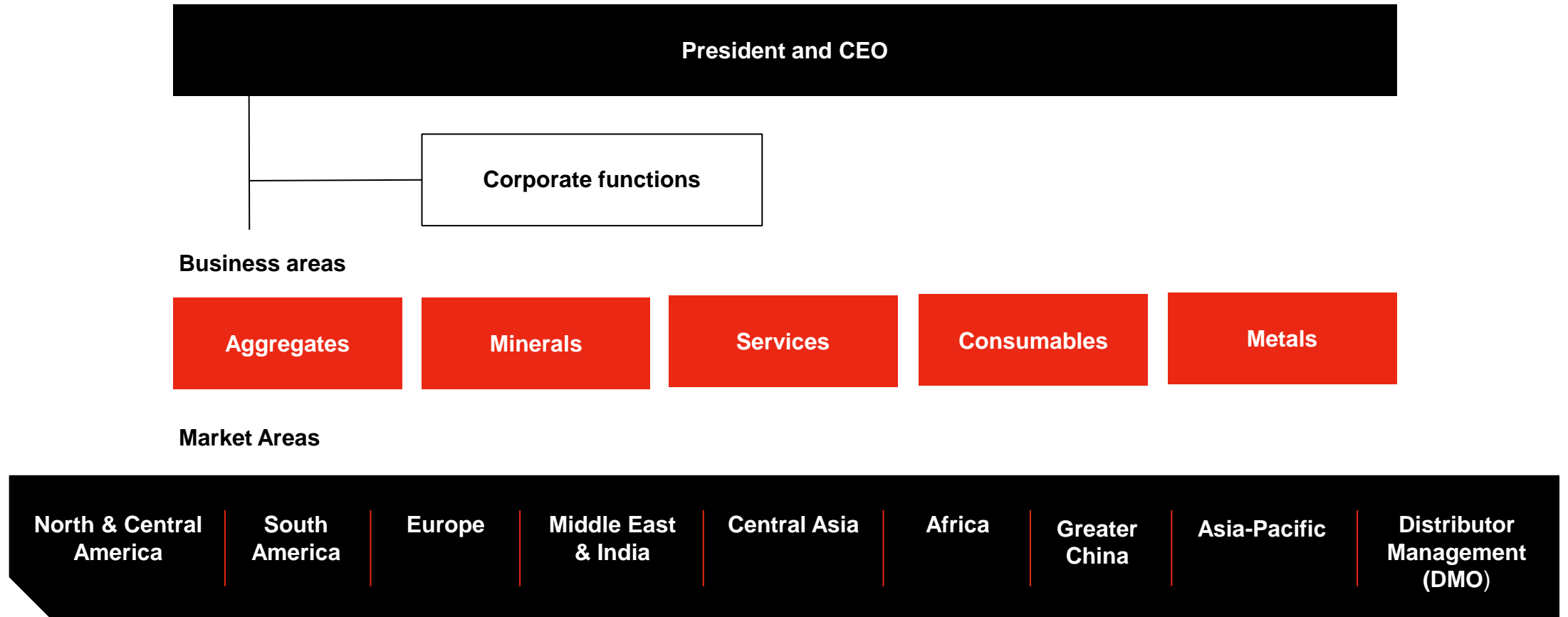
Sustainability as a strategic priority

Inflation management and cost control

Continuous portfolio development

Strong financial position

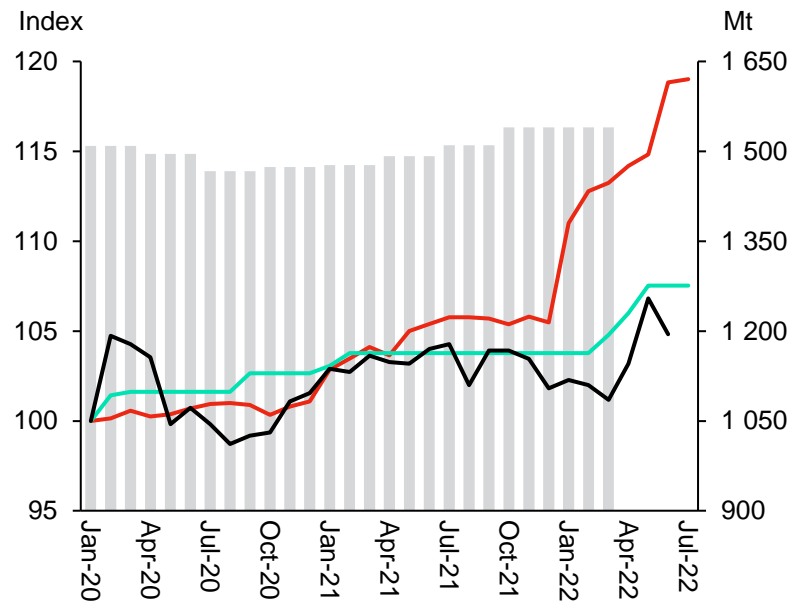
Decentralized structure with clear accountabilities



Aggregates market driven by the US

Crushed stone price and production

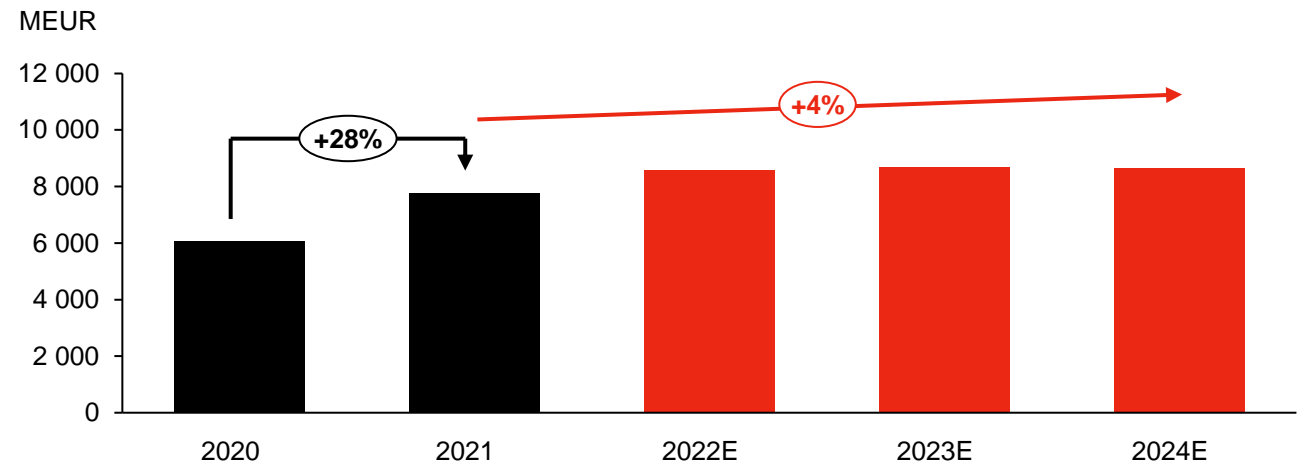
■ US production - 12m rolling (Mt) — Japan price (index 2020=100)
— US price (index 2020=100) — India price (index 2020=100)



Note: Construction sector covers construction of buildings and civil engineering works. Data presented measures volume changes over time.
 *India cement production figures are delayed.

Source: USGS, Thomson Reuters, OECD, Bloomberg; CitiVelocity.
 Updated 17.08.2022

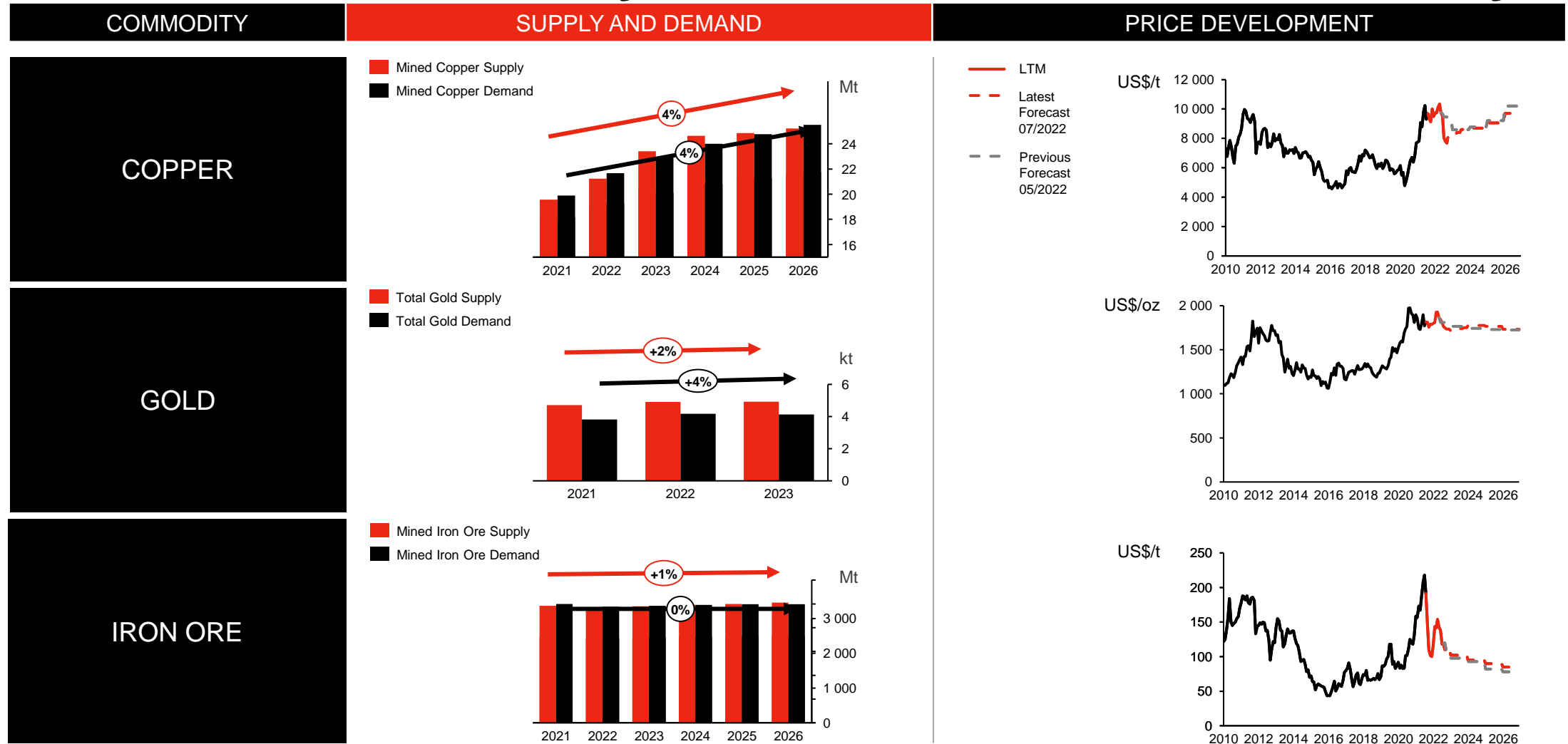
Aggregates capex expectations



* Analyst consensus sample consists of 8 of MO Key Accounts: CRH, HeidelbergCement, LafargeHolcom, Martin Marietta, Vulcan Materials, Vinci, Boral, Skanska

Source: Consensus Analysis, S&P Global, Companies' interim reports, CityVelocity
 Updated: 18.08.2022

Market outlook for key commodities remains healthy



Source: S&P Global, HSBC Metals Quarterly, Investment banks price forecasts, Thomson Reuters Eikon datastream.

*Market balance equals total supply minus total demand. When the difference is positive it means there is a surplus in the market (demand<supply), if negative it means there is a deficit (demand>supply).

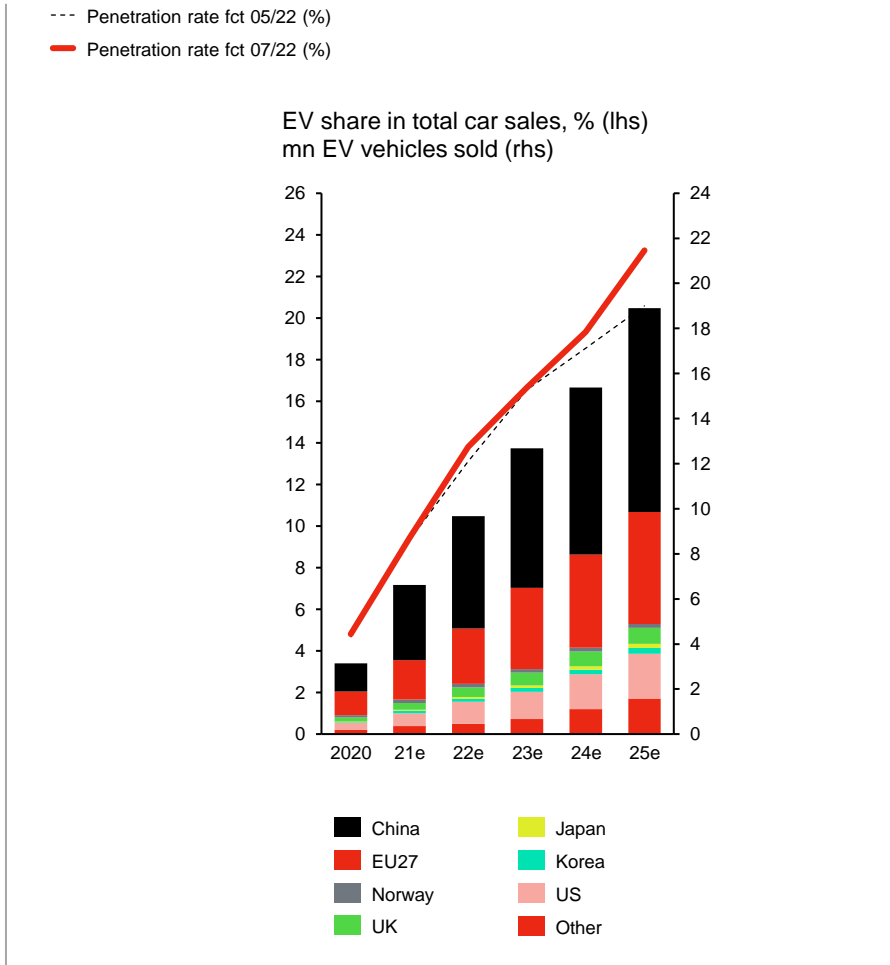
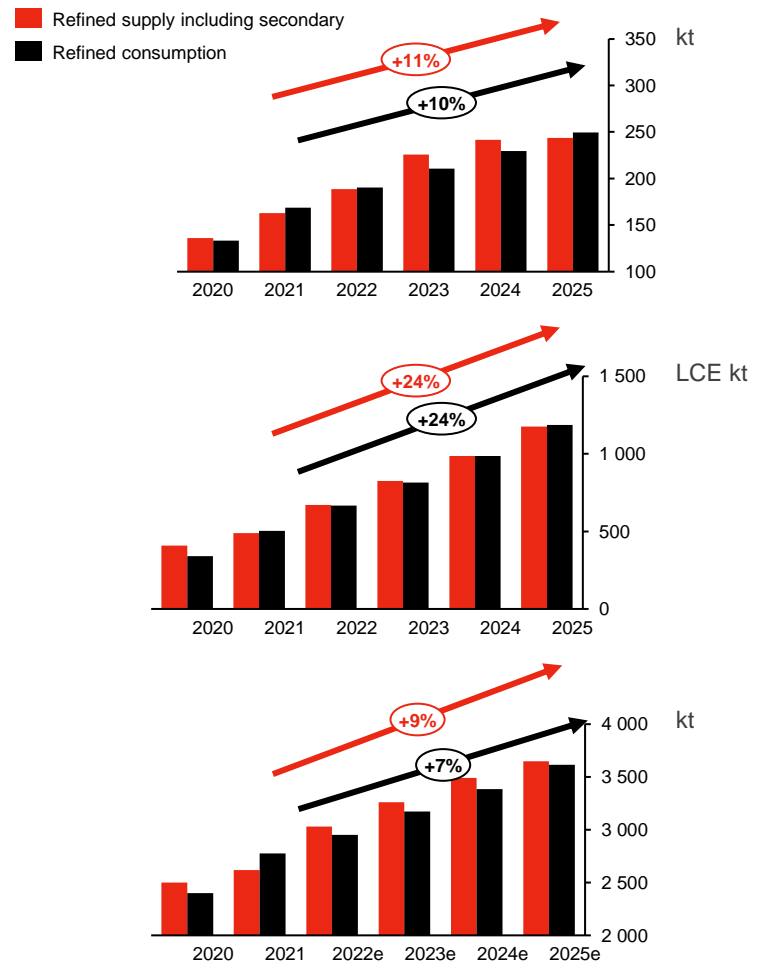
Demand forecast for battery metals remains robust

COMMODITY SUPPLY AND DEMAND EV BY UNIT SALES (M)

COBALT

LITHIUM (chemical)

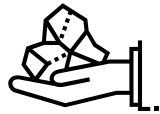
NICKEL (sulphide and laterite)



Source: S&P Global Market Intelligence: nickel (25.7.2022), cobalt, lithium (S&P fct as of 25.7.2022), HSBC Global Research
 *LFP = Lithium iron phosphate – cost effective cathode material for Li-ion cells
 *NMC = Nickel-manganese-cobalt

Performance culture

Progress: 70 %



Financial performance

Progress: 60 %

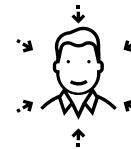


Tier-1
company



Sustainability

Progress: 80 %



Customer success

Progress: 50 %

**Strategy
implementation
via TOP Priorities**

Meeting our financial targets

H1/22:
12.7%

Adjusted EBITA
margin of

>15%

over the cycle

Baa2/
BBB-

Maintaining
investment-
grade credit
rating

2021:
68%

Dividend payout of
at least

50%

of earnings per share

On
track

Progress in sustainability
in alignment with the

1.5°C

commitment

Committed to driving customers success



Responsiveness

On-time delivery

Quality

Long-term partnerships

Digital channels

Optimized solutions

Meeting expectations



Helping to succeed

Targeting a net-zero footprint

CO₂ emissions in own operations

Net-zero

by 2030*

-58% in 2021

Logistics CO₂ emissions

-20%

by 2025 *

-18% in 2021

Spend from suppliers with Science-Based emissions targets

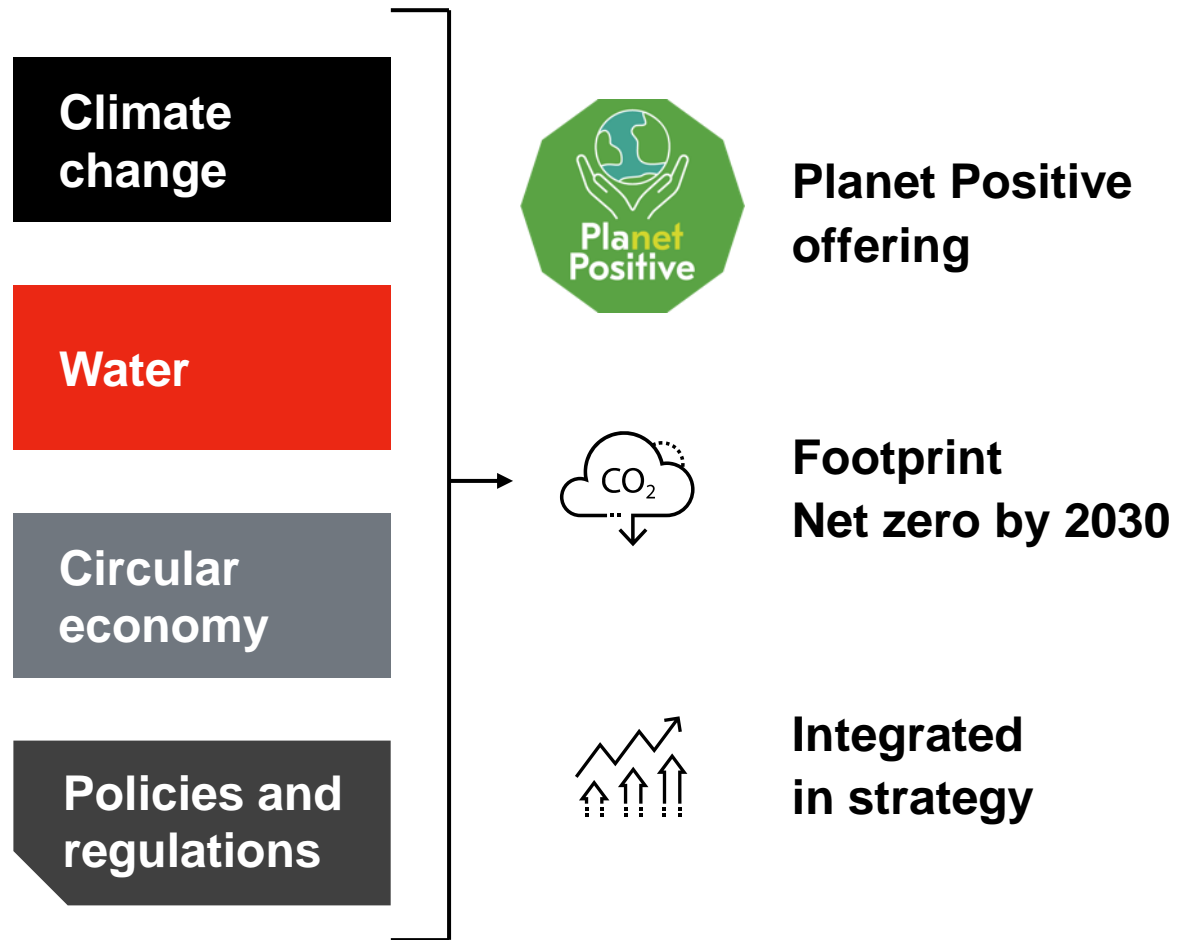
30%

by 2025

10.1% in 2021

* Baseline 2019. 2021 figures as published in the Half-year 2022 report

Helping our customers to solve their sustainability challenges



Making an environmental impact with our Planet Positive offering



Over 100 Planet Positive products

- Demonstrably better than the industry benchmark
- Several new products and portfolio refreshes
- Criteria and samples assessed by a third party.

Planet Positive is a competitive advantage

- Sales totaled EUR 720 million*
- Growing faster than overall sales
- 100% commitment to sustainable R&D

Customer benefits:

- Energy efficiency
- Carbon efficiency
- Optimized for using renewable energy
- Water efficiency
- Less pollution
- Reduced embedded carbon
- Electrified solutions

* Additionally, a Planet Positive product needs to be as good, or preferably better, than the industry benchmark product(s) in terms of health and safety, pollution, and biodiversity impact.

Broad range of sustainability initiatives



EQUIPMENT

- **Planet Positive products**
Examples: Concorde Cell, Geminex and digital, hydro, battery chemicals, recycling offering

AFTERMARKET

- **Recycling of consumables**
- **Significant increase of product lifetime**
- **Carbon-free products**

CAPABILITIES

- **Industry-leading metallurgical expertise**
- **Supply chain decarbonization**

Digitalization drives growth and aftermarket captivity

Digital and automation technologies and capabilities

Focusing on creating



Higher customer value

Enabling



Growth of equipment and aftermarket business

Customer segment specific offerings

Intelligent equipment

Fleet management

Process & operations optimization

A thriving culture creates success

**Inspiring
business
agenda**

Uncompromised safety

**High
performance
as one**

**Leadership
and
capabilities
for growth**

**Attracting,
developing
and retaining
talent**

Employee satisfaction measured frequently and is trending higher

Focus areas for acquired growth

Products with high aftermarket intensity

Sustainable offering

Automation & digitalization

Supply chain competitiveness



Building an industry leader

**Strong platform
to grow and
create value**

**Leading position
in technology and
sustainability**

**Business model
reducing volatility**

**Self-help
improving
profitability**

Metso:Outotec

Partner for positive change



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