

Metso:Outotec

Aggregates – value for a diverse customer base

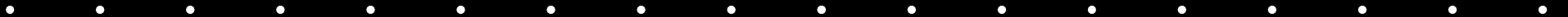
Markku Simula, President, Aggregates

Sami Takaluoma, President, Services

Heikki Metsälä, President, Consumables

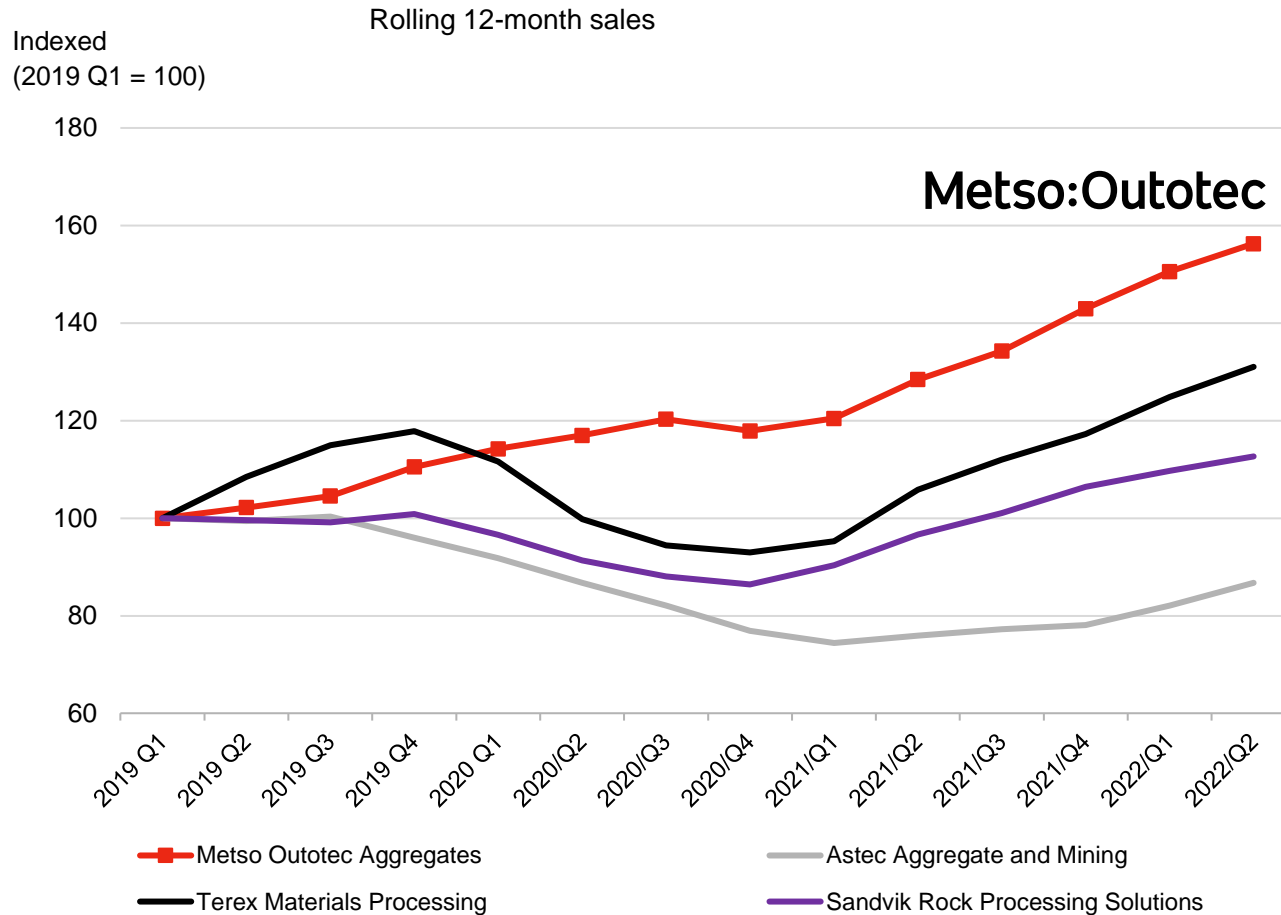
Capital Markets Day

September 15, 2022



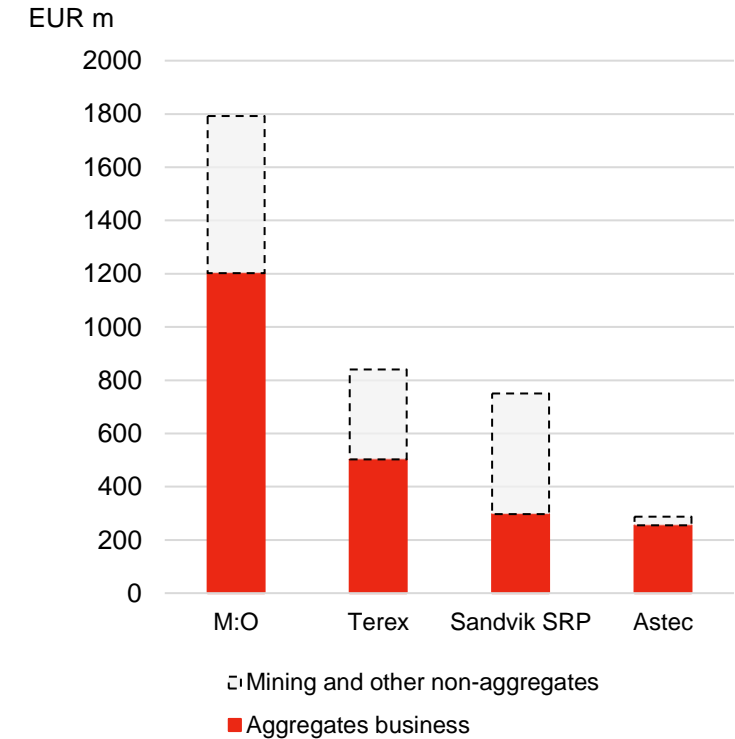
Metso Outotec is the market leader in Aggregates

Growing faster than the market



Clear market leader in crushing and screening

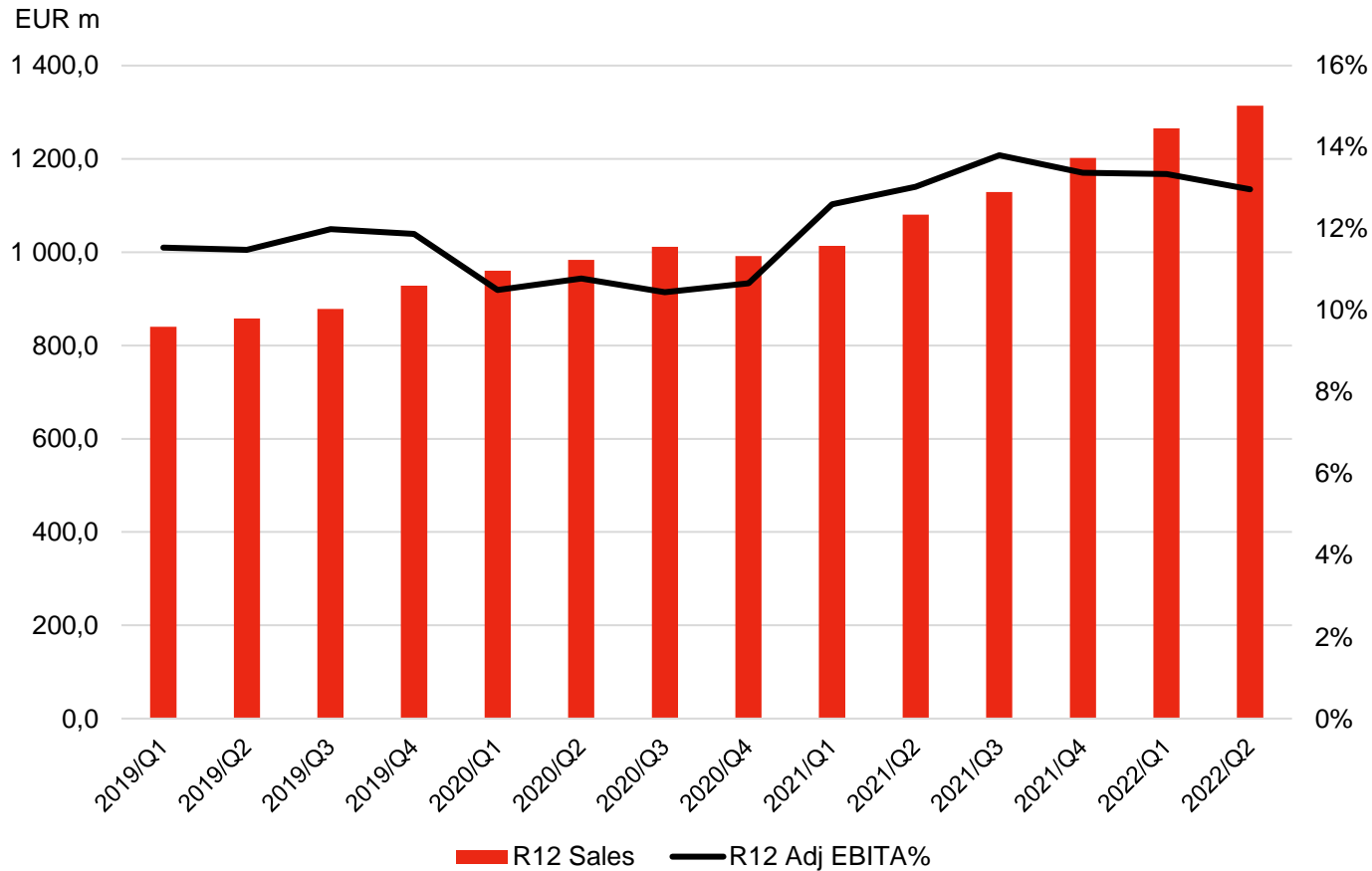
2021 Sales split | Aggregates vs. others, crushing and screening



Based on public competitor information (annual reports, CMD materials), estimate for Terex

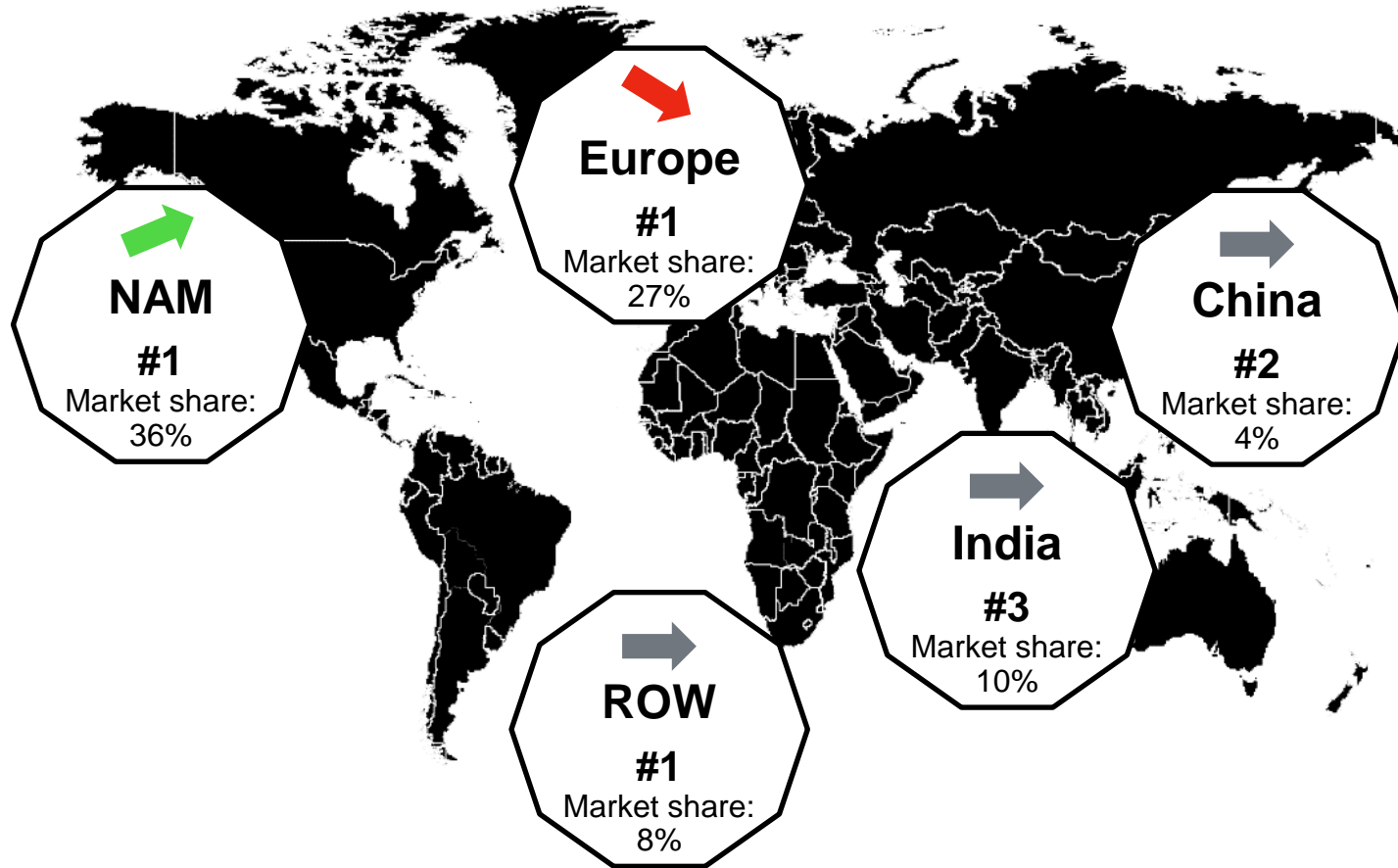
Strong growth and profitability improvement

Aggregates segment



- Proactive and successful backlog management
- Pricing and commercial excellence
- Highly performing distribution network
- McCloskey integration and multi-brand synergies
- Productization of aftermarket offering

Focus on market share growth

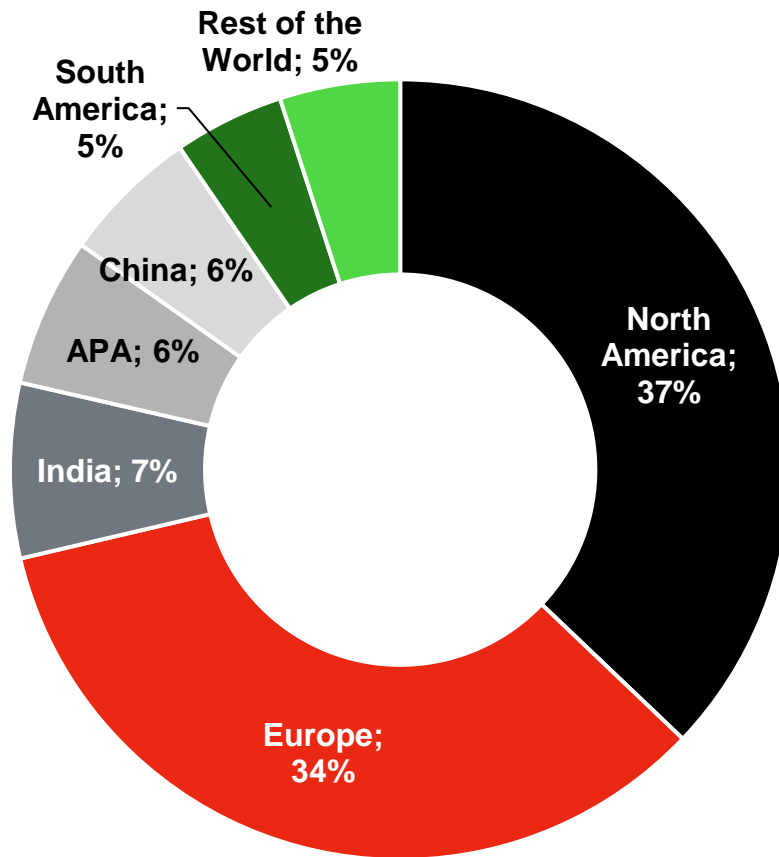


Market sentiment

- Strong growth in North America
- Uncertainty in Europe, due to economic development and inflation

Geographically well positioned for continuing growth

Sales (Q3/21 through Q2/22)



Clear #1

Metso:Outotec

McCloskey
INTERNATIONAL

LIPPMANN

Short term

- Leverage #1 market position in North America

Long term

- Continue building good position in the east and in future growth markets

On track to deliver growth and profitability

**Grow faster
than the
market**

Market-driven brand portfolio and product leadership

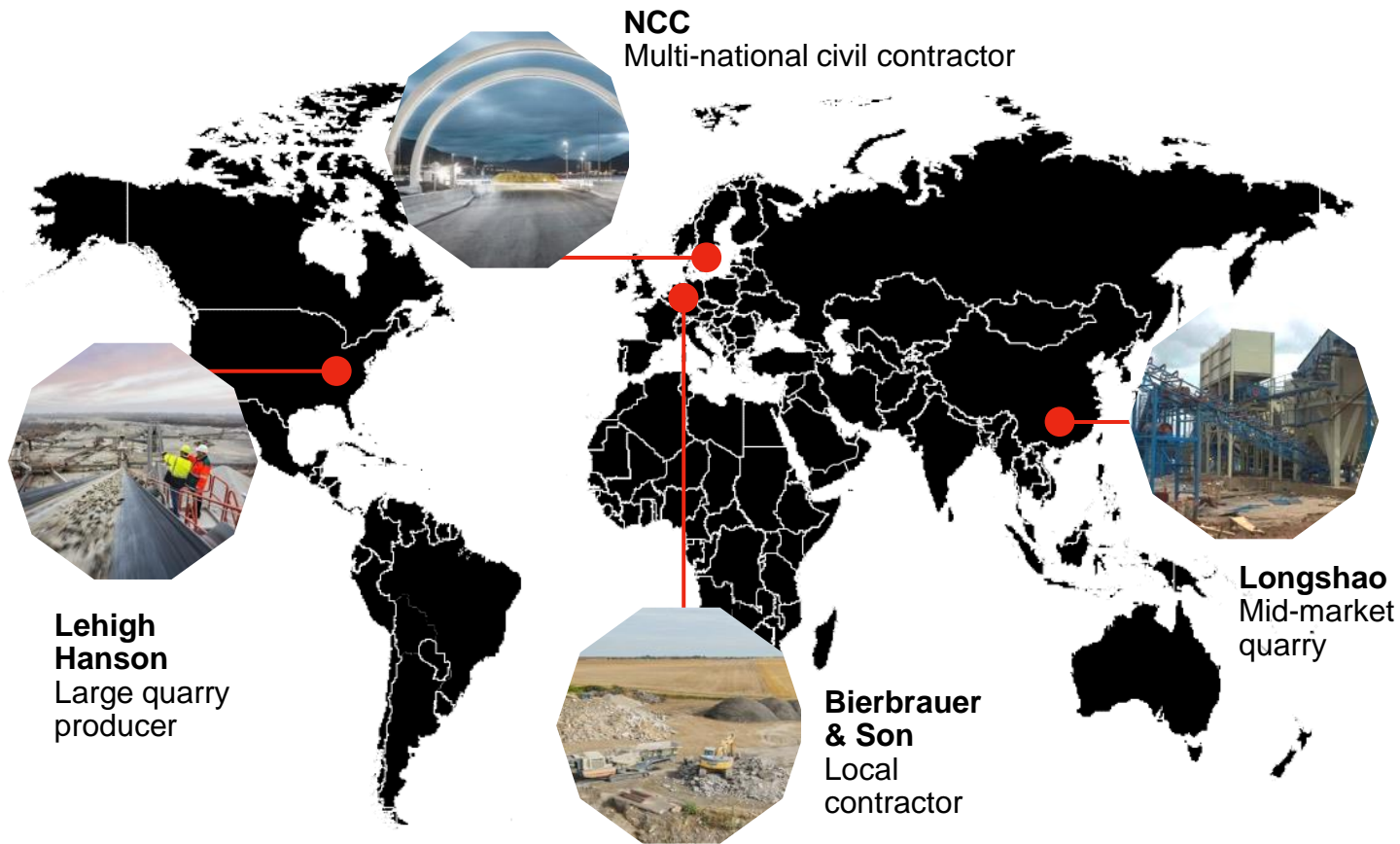
Competitive aftermarket offering and digitally enabled growth across brands

EBITA >15%

Synergies across brands, efficiency and commercial excellence



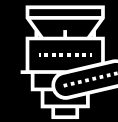
Diverse customer base and market-leading portfolio



Equipment portfolio



Metso Outotec
Shaorui (2014, 2020)



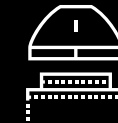
Jonsson (2018)
McCloskey (2019)
Lippmann (2019)
Tesab (2022)

Aftermarket



Spare parts

Wear parts



Productized service solutions

Leveraging our world-class distribution network



Driving sustainability on both fronts

Handprint

- Electrification program
- Health and wellbeing
- Used wears return programs

Footprint

- Net-zero factories
- Suppliers committed to science-based targets



Equipment portfolio is already 50% electric



Stationary
equipment

Fully electric

Stationary equipment
100% electricity-powered

120 Mtons



Wheel-mounted

Fully electric

Wheel-mounted equipment
100% electricity-powered

30 Mtons



Track-mounted

~15% electric

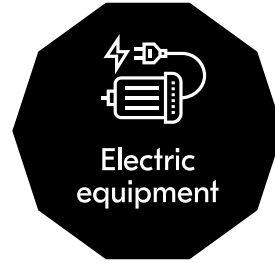
Diesel-hydraulic
Hybrid
Fully electric (future)

200 Mtons

Annual sold capacity

Electric plants and used wears return program in India

– Setting the pace for sustainability



~1500 electric NW plants operating in India

For small to medium size quarries and contractors

Lower operational costs

Enables usage of renewable energy

100+ LCS aggregate contracts in India with used wears return program



-58%*
CO₂ emissions

-86%*
air pollution

-40%*
water use

-76%*
water pollution

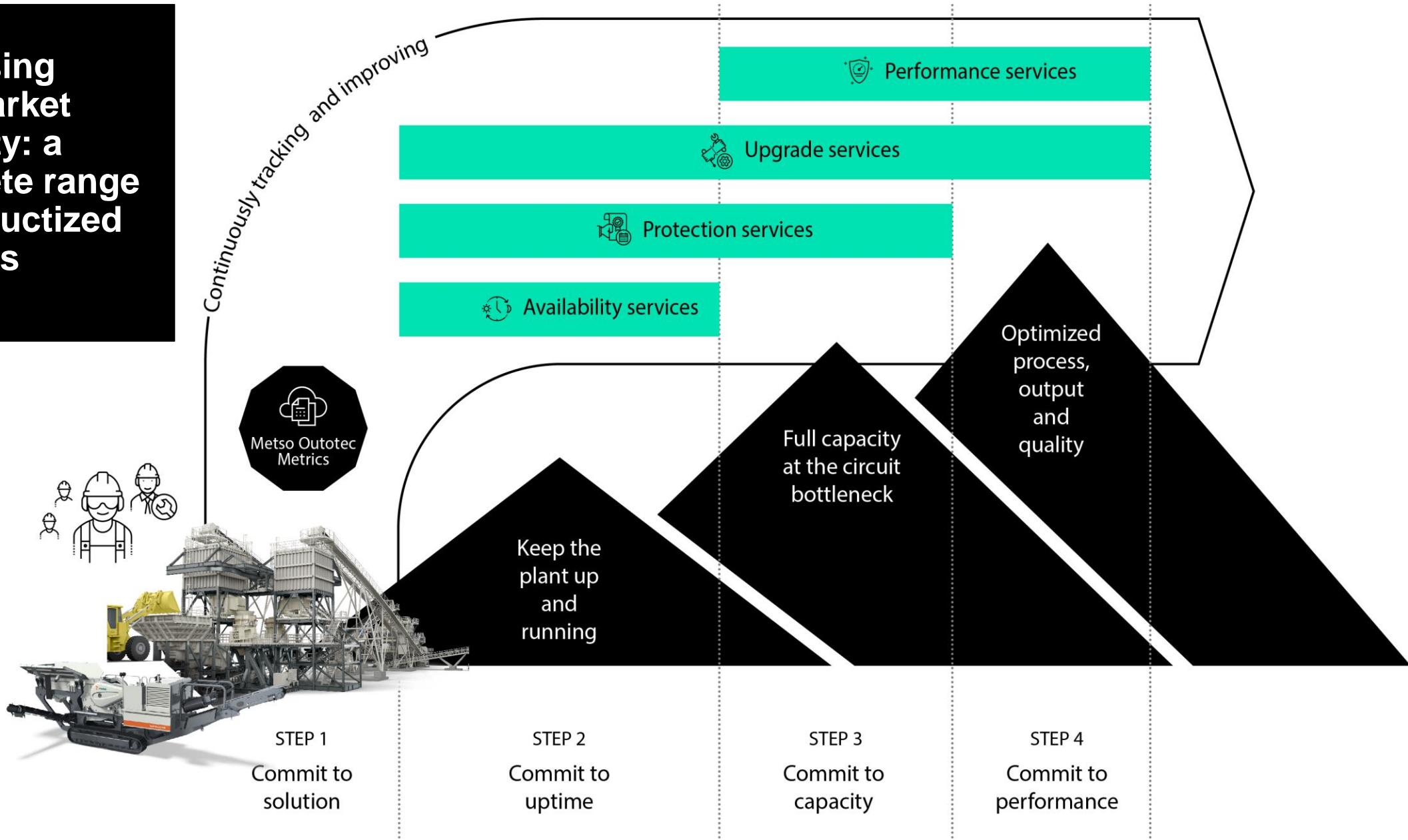
Improved quality control

**PNC
Infratech**
4 NW plants, 1
Lokotrack plant

**Srinivasa
Edifice**
5 NW plants

*compared to using virgin iron ore

Increasing aftermarket captivity: a complete range of productized services



Digital offering drives growth and improves aftermarket captivity



Intelligent crushers



Secure market leadership in core technology

Advanced automation Machine vision



Fleet management



Improve customer experience and grow aftermarket

Metrics Remote control



Process and operations optimization



Leverage process knowledge to deliver and capture premium value

Quarry AI Equipment health and maintenance

Fleet management solutions for optimized performance

>500 customers connected



Maximum output
– minimum effort

Operations optimization enables higher profitability

Remote control: easy to operate

Ensure availability and asset utilization

Support: higher uptime with fast response

Safety & sustainability improvement

Combining digital with our offering supports growth

Aftermarket captivity

Equipment sales

Active sales approach

Expand digital platform with new offering revenue

>15 % EBITA: Driven by efficiency improvements and multi-brand synergies

Commercial excellence

- Sales channels
- Pricing management
- Product leadership

Aftermarket captivity

- Ease of doing business
- Complete range of solutions
- Expanding reach

Internal efficiency

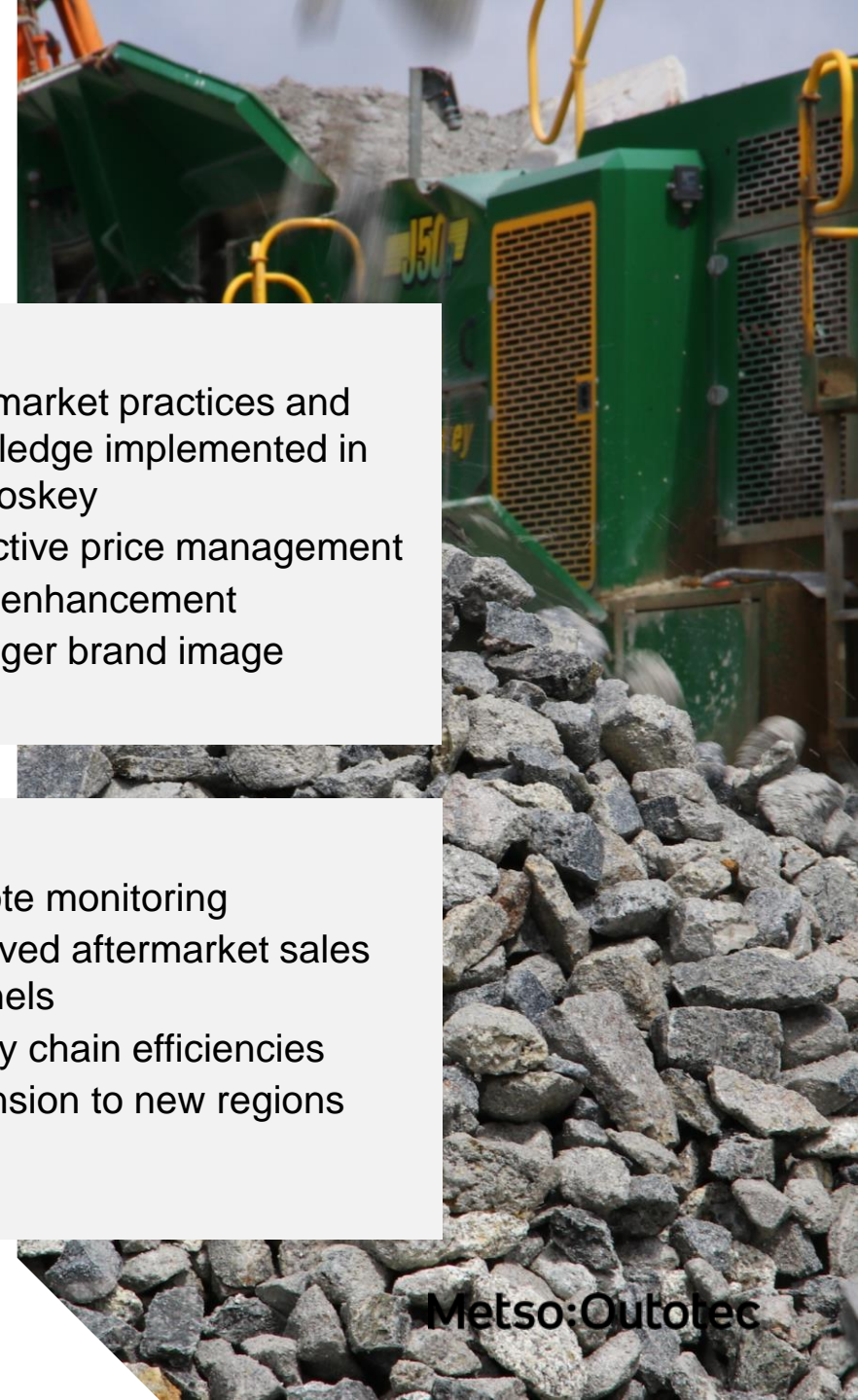
Supply

- Sourcing network
- Cost-competitive locations
- Logistics efficiencies

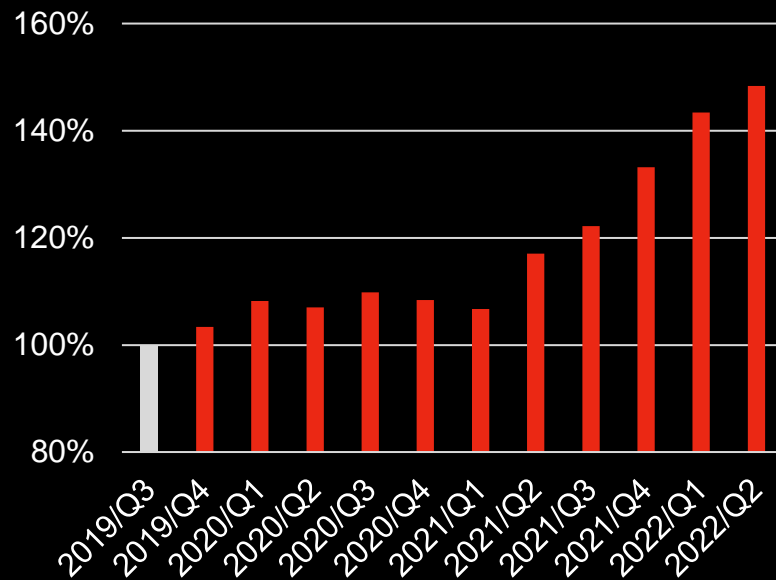
Standardization

- Platform-thinking
- Capital equipment modularization
- Procurement across brands

High potential to grow aftermarket across brands



McCloskey aftermarket sales development
(rolling 12 months)



McCloskey acquisition completed in Oct 2019

**~50%
aftermarket
sales
growth**

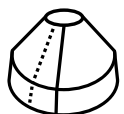
- Aftermarket practices and knowledge implemented in McCloskey
- Proactive price management
- Data enhancement
- Stronger brand image

**Future
growth
platform**

- Remote monitoring
- Improved aftermarket sales channels
- Supply chain efficiencies
- Expansion to new regions

Supporting profitable growth across brands

Spares & wears



Metso Outotec

McCloskey
Jonsson
Shaorui
Tesab

Crushers



Metso Outotec

McCloskey
Jonsson
Shaorui
Tesab

Complete products

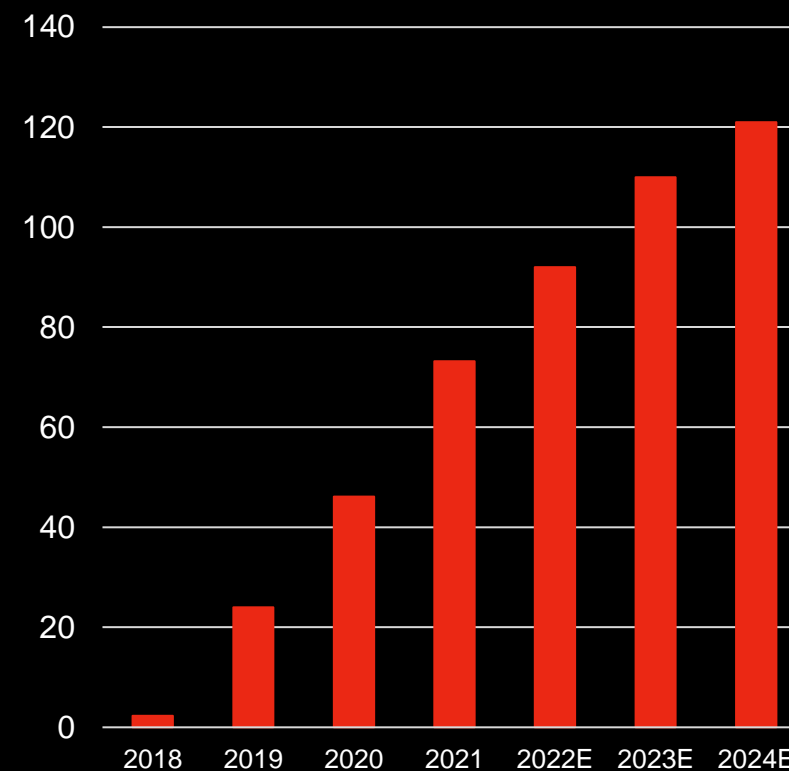


McCloskey

Jonsson

Metso Outotec
Lippmann
Tesab
Lippmann

Total sales impact M€



EBITA impact M€

0.8 | 5.3 | 8.1 | 12.0

”This machine is compact with good throughput, **just what we needed** in tight urban spaces”

Nordtrack™
I908S
mobile impact
crusher

Michael and Kevin Born, Bagger Born GmbH
Germany

- Nordtrack product family is a technology synergy example and rebranded McCloskey product
- Nordtrack sales development:
 - 2019: -
 - 2021: 35M€



We continue to deliver growth and higher margins

**Grow faster
than the market**

**Drive sustainable
growth with
electrification**

**Expand
aftermarket
business and
digitally enabled
growth**

**Leverage
efficiency and
multi-brand
synergies**

>15% EBITA

Metso:Outotec

Partner for positive change



mogroup.com

