

Metso:Outotec

Minerals: Profitable growth & customer success

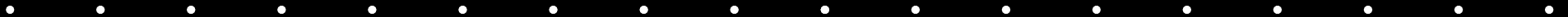
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Sami Takaluoma, President, Services

Heikki Metsälä, President, Consumables

Capital Markets Day

September 15, 2022



Minerals market sentiment

- Market activity is expected to remain strong
- Metal prices have trended down but remain high historically
- Market volatility possible due to weakening global economy

We are well positioned:

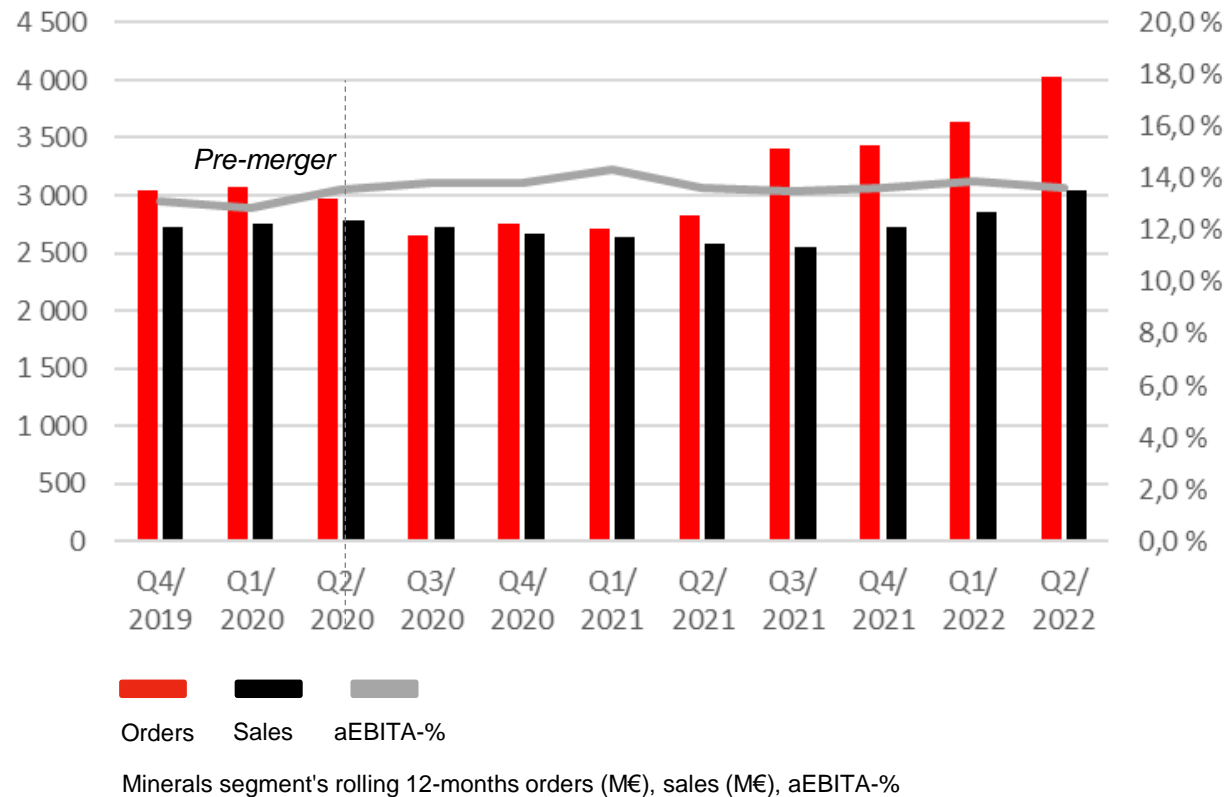
- Significant aftermarket potential
- Active brownfield investments
- Sustainable and digital solutions increase demand
- Electrification drives demand for massive investments in metals production



Metso:Outotec

Achievements since the merger

Good orders development since 2021. Sales growth and Consumables profitability improvement driving segment margin

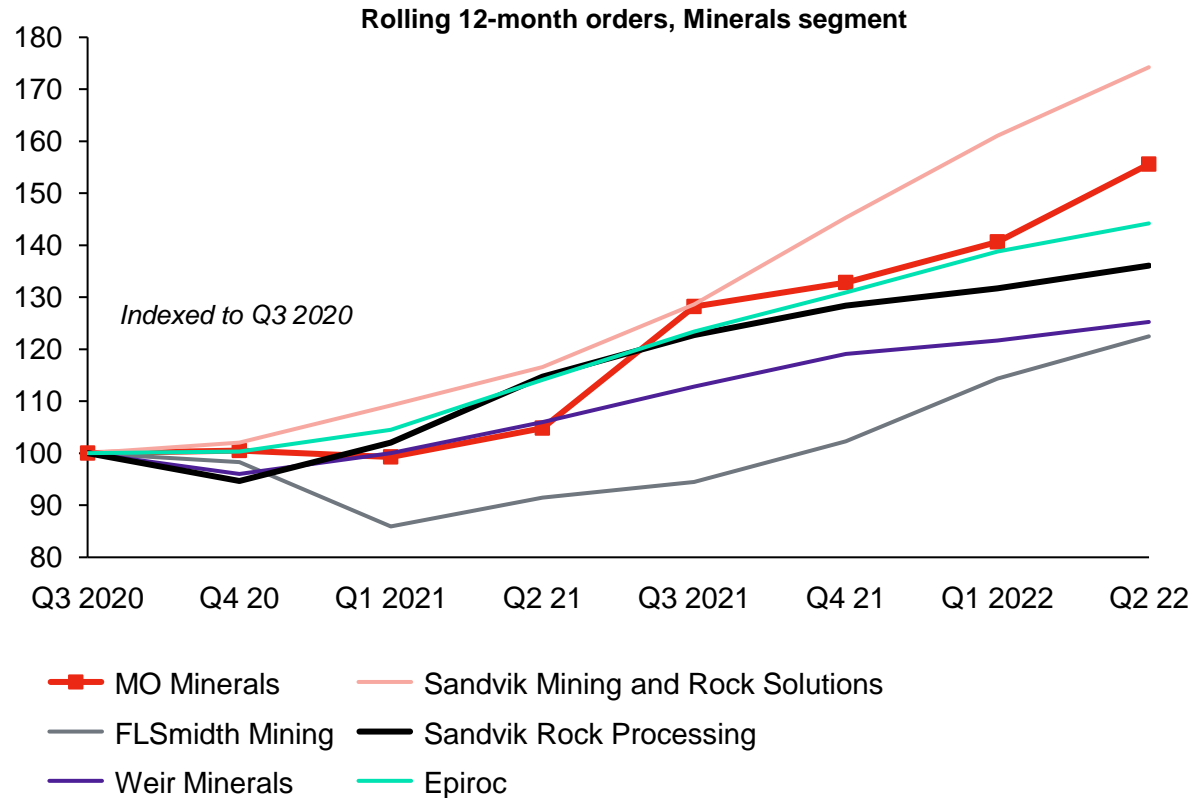


Highlights

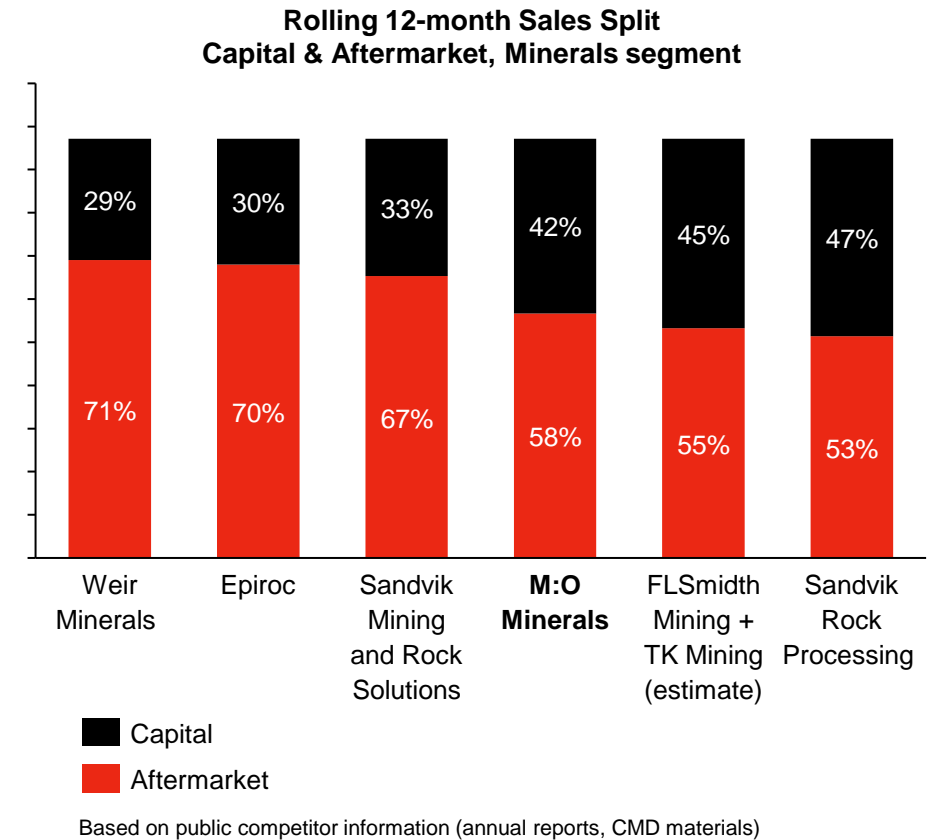
- Strong order growth supported by full flowsheet offering
- Planet Positive products
- Sales catching up with orders
- Opportunities from sales synergies
- Cost inflation matched with pricing; pressure in consumables
- Accelerated aftermarket business
- Initiatives on commercial excellence, productization, supply chain & manufacturing

Strong order growth; significant aftermarket potential

Faster than peer/competitor order growth



Significant aftermarket potential



The data is based on respective company's quarterly and annual reports as well as Capital Market Days materials. For TK Mining the data is based on Day 1 TK Mining Update presentation. Sales and order intake figures are converted to EUR with MO internal rates for income statement for respective period for all companies excluding Weir. Weir restates sales and order intake numbers at average exchange rates.

Towards 20% aEBITA



Our targets

Our performance

**Grow
faster than
market**

**Orders
CAGR
16.4%**
Q2/2020-Q2/2022

**aEBITA
20%**

**aEBITA
13.6%**
LTM Q2/2022

Margin drivers

Leading offering & customer value

- Planet Positive & intelligent full flowsheet offering
- Improving aftermarket captivity
- Continuous productization improving margins & reducing risks

Commercial excellence & efficiency improvement

- Improving commercial excellence
- Restoring consumables profitability
- Aftermarket supply chain and procurement development



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**More than 100
years of
expertise in
minerals
processing**

Sustainability: industry key priority

We are well positioned to capture business opportunities with our unique portfolio of sustainable and intelligent solutions.

Our customers focus on:

- Energy consumption
- Water stewardship
- New levels of reliability
- Agility, e.g. through modularity
- Responsible partners



Unparalleled expertise and unique portfolio of sustainable and intelligent solutions

Global leader with combined offering portfolio; fragmented competition



Grinding

Industry's most comprehensive portfolio, +8,000 deliveries

#1

Crushing

Combining legacy & unmatched expertise. +8,000 deliveries

#1

Sorting

Increased productivity, reduced energy & water use by removing waste. Bulk & particle sorting.

#*

Screening

Separating material flows and providing efficiency to the whole process.

Top3

Separation

Maximized operations recovery. #1 Flotation & #2 Thickeners

#1

Digital solutions

Intelligent equipment. Process & operations optimization (Geminex™)

#1

Materials handling

Transporting materials across the site more reliably, safer and with less maintenance

Slurry Handling

Maximizing pumping efficiency in mining. Good core offering.

#2

Filtration

Enabling economic & environmental sustainability. +5,000 filters delivered

Top3

Plant Solutions

Unmatched performance and expertise. Unique capability

Hydrometallurgy

Industry-leading hydrometallurgical process technology for main metals

#2

*Dominated by sensor suppliers, no OEM yet positioned as market leader

Metso Outotec Geminex™ – changing the business model

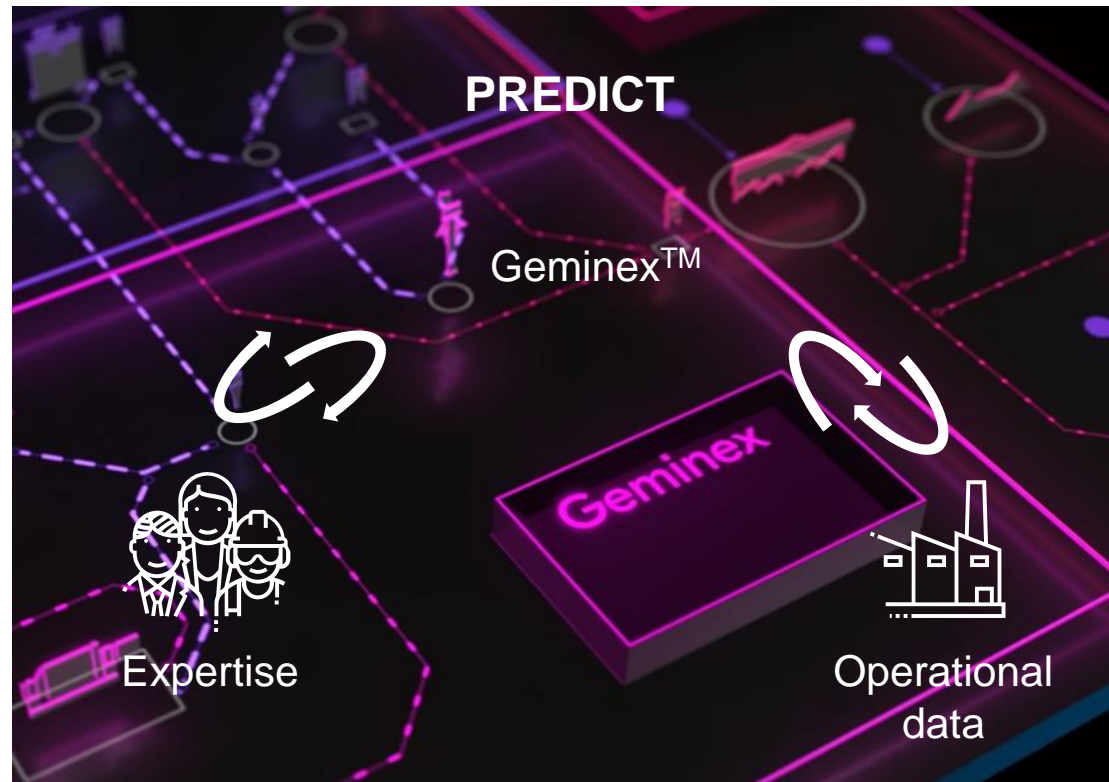


MEASURE

Raw material

Process state

Production value & cost



OPTIMIZE

A photograph of a mining or industrial site at night, illuminated with purple lights, showing a conveyor belt system and other equipment.

From ore to metal

Insight-driven performance & efficient management of variability

Metso Outotec expertise

Intelligent equipment, optimized process & operations enhance customer performance

Business growth and premium value from digital mining offering



Planet Positive-optimized throughput and improved recovery



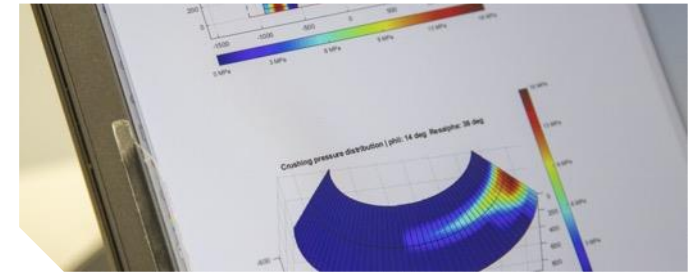
Intelligent equipment

- + Leveraging key digital technologies and equipment-level optimization



Process and operations optimization

- + Delivering premium value through critical technologies, process knowledge and service capabilities. Examples: Geminex™ & Life Cycle Services



Internal efficiency

- + Utilizing digital technologies to scale internal process knowledge and capabilities

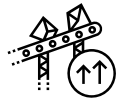
Innovation leader across the entire mining value chain

Equipment and process performance with intelligent Planet Positive solutions

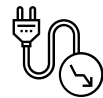


Optimal comminution process

Superior performance in beneficiation



Reduced downtime



Reduced energy costs



Improved availability



Unrivaled recovery



Smart dewatering



Process know-how



In-pit crush & convey (IPCC) solutions



HRC™e high pressure grinding rolls (HPGR)



Stirred mills portfolio



High-capacity screens



Geminex™ enhanced customer performance



Concorde Cell™



Tailings & concentrates filtration

Life Cycle Services, upgrades & modernizations, remote monitoring, predictive maintenance

Increasing captivity is key in aftermarket growth

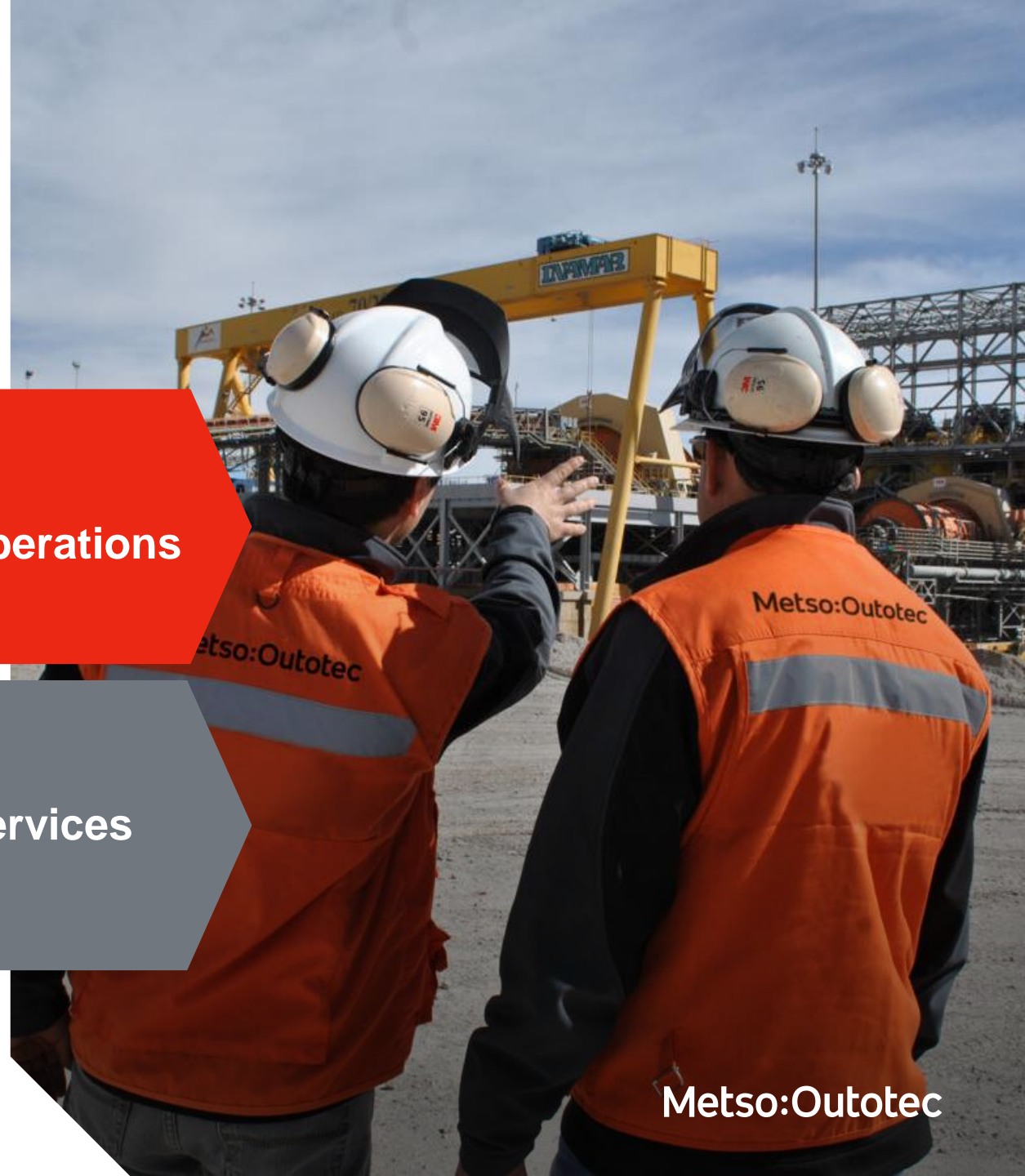
New products

Optimized operations

Field services

Captive business models

Life Cycle Services





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**Optimizing
customers'
performance &
total cost of
ownership over
the life cycle**

Customer success in the center of our offering

Capability to serve all customers' operational targets, including third-party equipment

Customers' targets

Lower risk

Commercial

Safety

Environment

License to operate

Reduced operating costs

Energy

Lower maintenance

Optimized operating labor

Decreased water and chemical usage

Increased production output

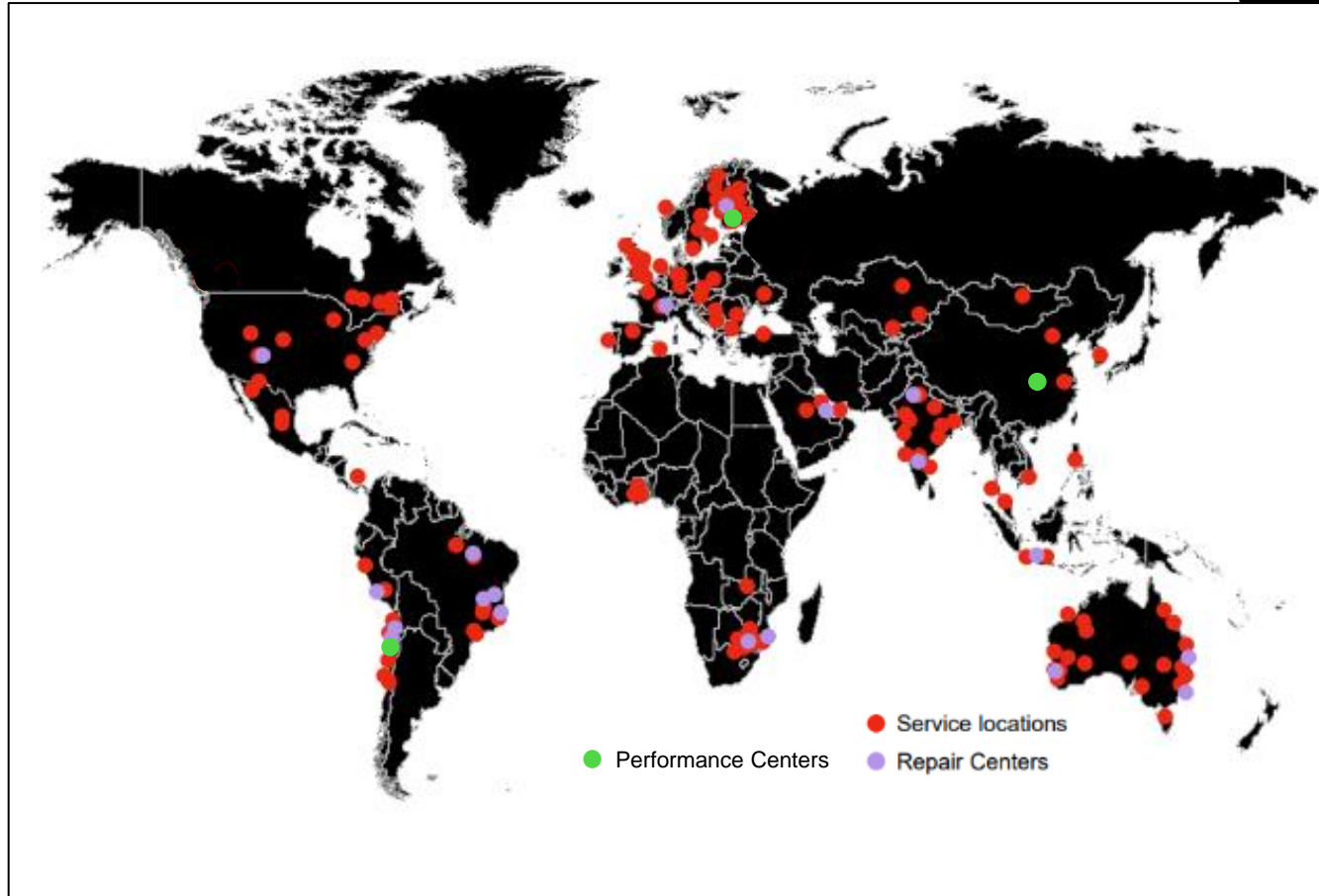
Optimized throughput

Increased uptime

Maximized recovery rate

Overall equipment effectiveness

Digitalized Field Services: world-class team of experts supporting our customers globally



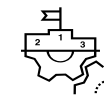
~3,000

Field service experts globally



~140

Service locations



3

Performance Centers



100%

Field service experts using digital services management tools



2000

Certified Field Services best-in-class professionals



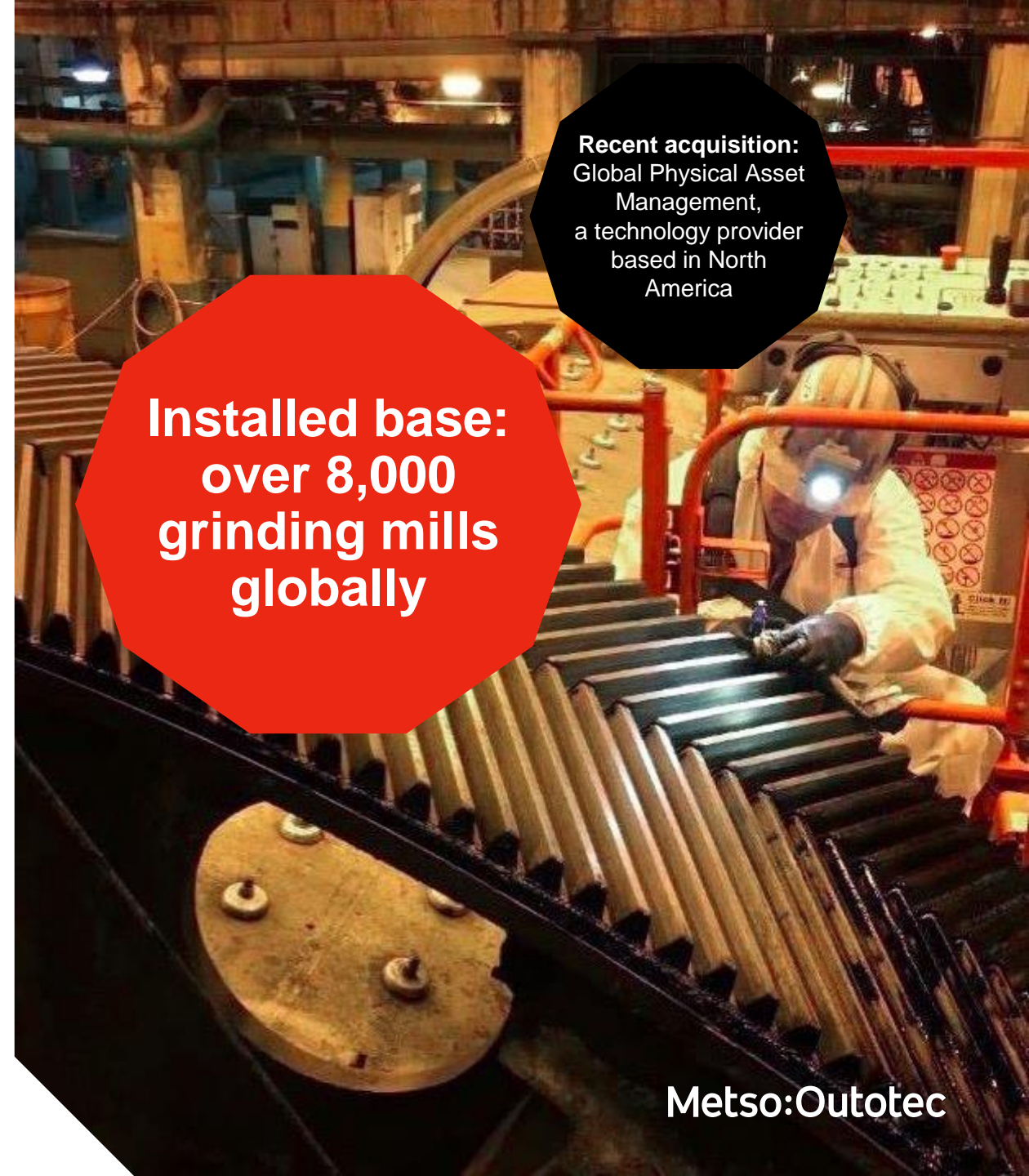
Zero Harm

Commitment to Safety

Strengthening digital field service capabilities

- Technologies are patented and fully complementary to Metso Outotec's current grinding service offering
 - 60% faster gear inspections compared to conventional methods
- Developing digital inspection capabilities for crushing solutions

➔ More value for customers to achieve reliable plant performance



Recent acquisition:
Global Physical Asset
Management,
a technology provider
based in North
America

**Installed base:
over 8,000
grinding mills
globally**

Life Cycle Services – increased customer value and profitability

Successfully growing the contractual business model

~400 Life Cycle Services contracts

+50% Sales growth*

120+ LCS sites** with scrap return programs, **1,600+ tons** own liners taken back for recycling in 2021

- Secure and improve profitability, manage prices and availability
- Long-term customer relationships
- Productized offering
- Contracts and revenue models that benefit both parties

High value-add for customer

Improved sustainability and operational efficiency

- Lower total costs, reduced risks and better results
- Longer part/equipment life
- Resource-efficient production
- Fewer and shorter shutdowns
- Scrap return programs



*past 24 months **including both Minerals and Aggregates segments

Improved performance and customer loyalty with optimization

Metso Outotec solution

- Wear-life monitoring
- Supply of Megaliner™ and Poly-Met liners to replace steel lining
- Mill reline services
- Improve design to increase production and life

Benefits to Alamos Gold

- Up to 120% improved wear life
- 61% reduction in maintenance hours
- 46% less liner-related downtime
- 1.2% mill availability increase
- Lower CO2
- Safer change-outs
- 24% total cost reduction

7+ years of partnership with the scope expanding over time

**Alamos Gold,
Canada**

2.9 million tonnes of
ore milled in 2021

**MO installed
base: over 8,000
grinding mills
globally**



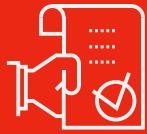
Metso:Outotec



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**Commercial excellence
& efficiency
improvement
strengthen our
competitiveness and
enable profitable
growth**

Levers used to mitigate risks and current market volatility



Commercial

- Risk and contingency management
- Proposal validity times
- Frequent price checks and renegotiations
- Terms & Conditions reflecting market volatility



Delivery

- Strategic stock of selected components
- Pre-booked slots and annual agreements
- Regionalization
- Use of alternative suppliers
- Supplier congestion management

Efficiency gains benefit both us and our customers

Commercial excellence

- Right offering and experience to each customer
- Standardization and digitalization
- Seamless cooperation across the organization
- Contract management

Supply chain optimization

- In-house/External capacity balancing
- Production and sourcing regionalization
- Optimized logistics network
- Predictability and consistency

Sustainability, quality, safety

- Net-zero 2030
- Energy, water & waste efficiency
- Recycling solutions
- Zero defects
- Zero harm


Improved service

On-time delivery

Increased availability

High quality

Responsible partner



We are delivering results and moving towards 20% adj. EBITA

Leading offering

Planet Positive Technology & Service leader with full flowsheet coverage; digitalization at the core

Customer value

Optimizing customers' performance over the life cycle

Commercial excellence & efficiency

Continuously improving competitiveness

Metso:Outotec

Partner for positive change



mogroup.com

