Metso

Investor presentation



June 2023

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.

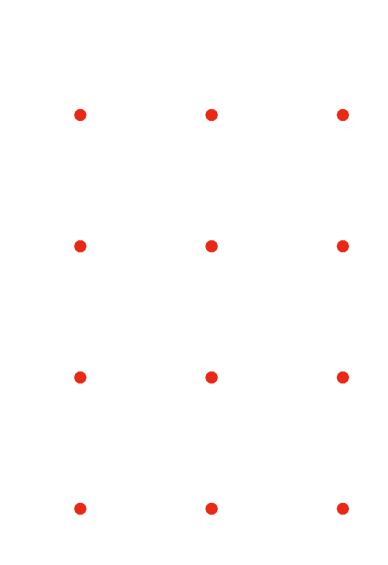
Such factors include, but are not limited to:

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.



Metso – 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.

Brand promise

We are the partner for positive change

Top priorities

Financial performance Customer success Sustainability Performance culture





AGGREGATES MINERALS METALS SERVICES CONSUMABLES

Values

High ambition - alwavs

Customer in center



Getting it done - together



Open and honest



Enabling sustainable modern life



billion euro sales in 2022

5.3



countries we operate in

45+



R S S **16,000+** employees



90+ nationalities

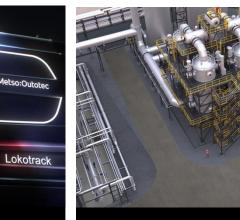
30 locations with R&D, testing or laboratory capabilities VISION: To be customers' number one choice for sustainable use of Earth's natural resources. Together we deliver service, reliability, innovation and results – safely.



Our businesses

Metso:Out

Aggregates Largest global supplier of crushers



Minerals

Comprehensive offer covering the whole process



Service Spare parts and professional services



Consumables

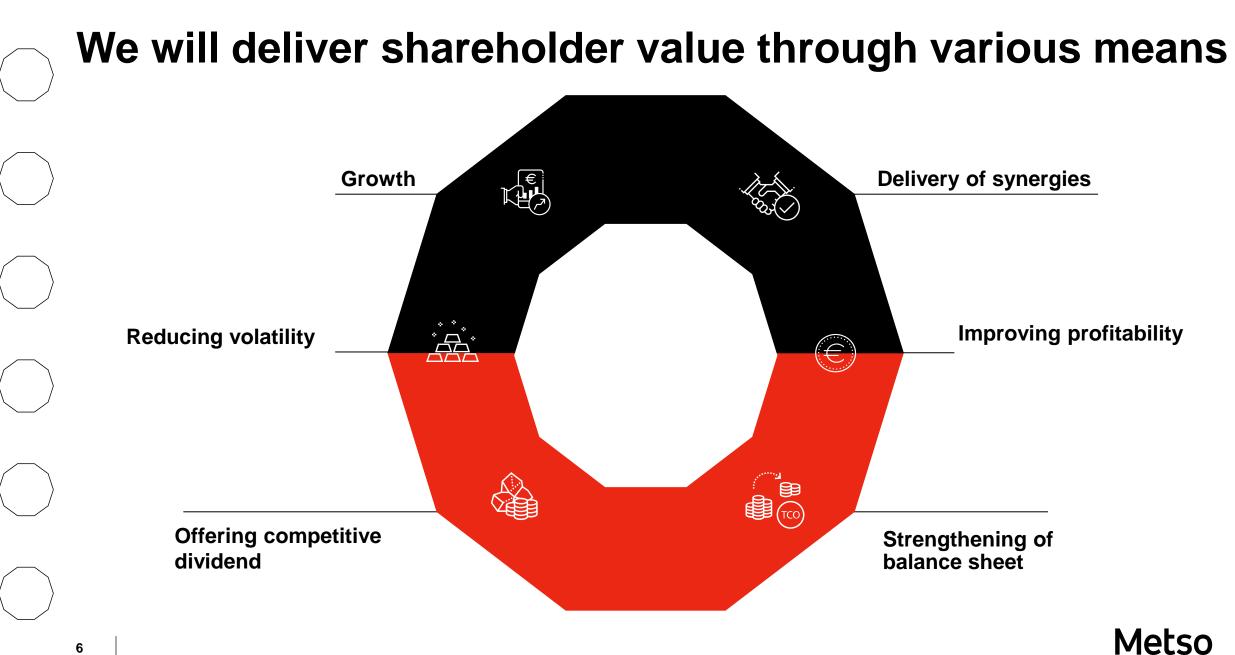
Widest range of products on the market



Metals

Smelting business part of the core; two other businesses will be sold

Metso



Metso investment highlights



Leading offering in aggregates and mining with full flowsheet

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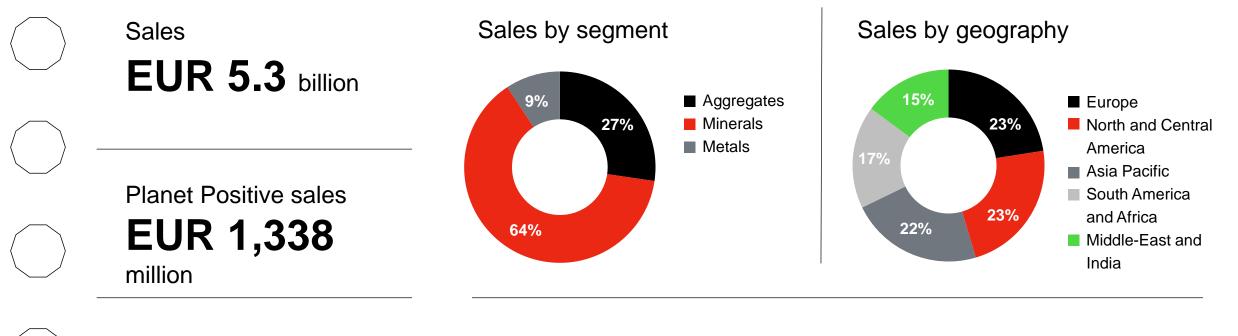
Industry leader in sustainability and technology Strong aftermarket presence & capability



Committed to further improvement of profitability



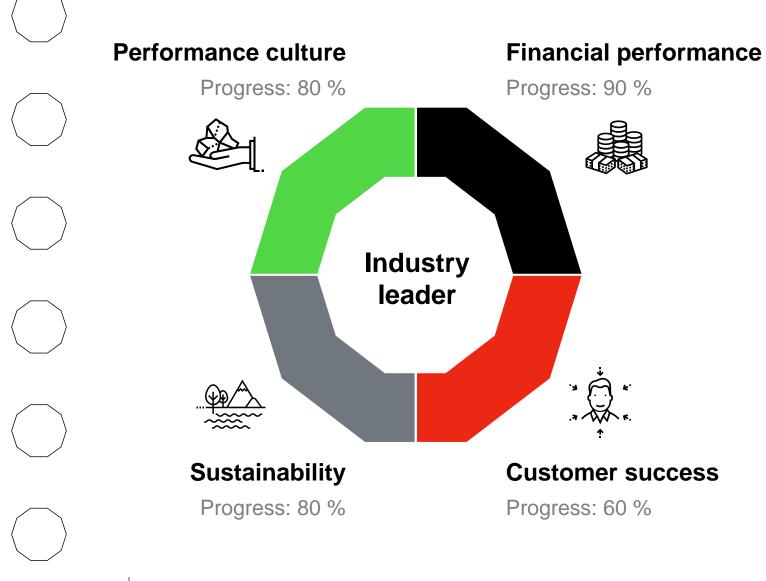
Metso key financials 2022



Services share of sales **49%**

Adjusted EBITA EUR 731 million / 13.8%





Strategy implemented via TOP Priorities



Financial targets support our value creation

Adjusted EBITA- margin of >15% over the cycle

Q1/23: 15.2%

credit rating

Maintaining

Dividend payout of at least 50% of earnings per share

2022: 83% Progress in sustainability in alignment with the **1.5°C** commitment

Investment Grade

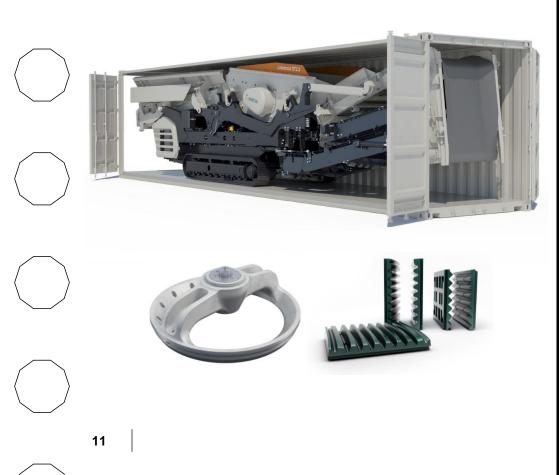
Baa2/ BBB

On

track



Emphasizing services and product development





CONTINUOUSLY GROW SERVICES

 Reinforce presence in service-intensive businesses

• Profitability and stability over cycles

 Grow coverage of own installed base and grow beyond that



FOCUS ON PRODUCT DEVELOPMENT

- Building on our end-toend **process knowledge**
- Standardized and preengineered products
- Securing service business potential via design to service
- Reducing dependency on big projects

Metso

Broad range of sustainability initiatives

Land according to a local

EQUIPMENT

Planet Positive products

Examples: Concorde Cell, Geminex and digital, hydro, battery chemicals, recycling offering

AFTERMARKET

- Recycling of consumables
- Significant increase of product
 lifetime

- manuel

Carbon-free products

CAPABILITIES

THUR THUR THE

- 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

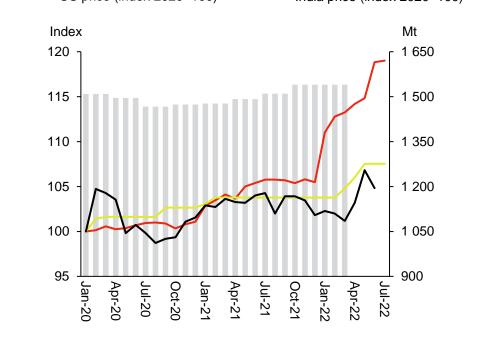
Intelligent equipment Fleet management Process & operations optimization



Aggregates market driven by the US

Crushed stone price and production

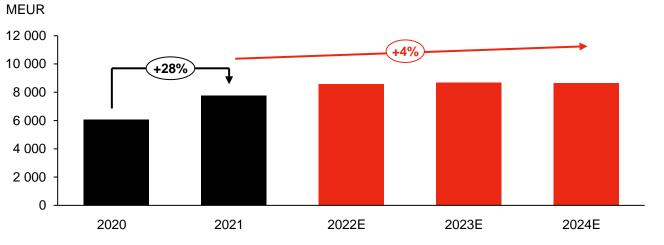
- US production 12m rolling (Mt)
 US price (index 2020=100)
- Japan price (index 2020=100)
 India price (index 2020=100)



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

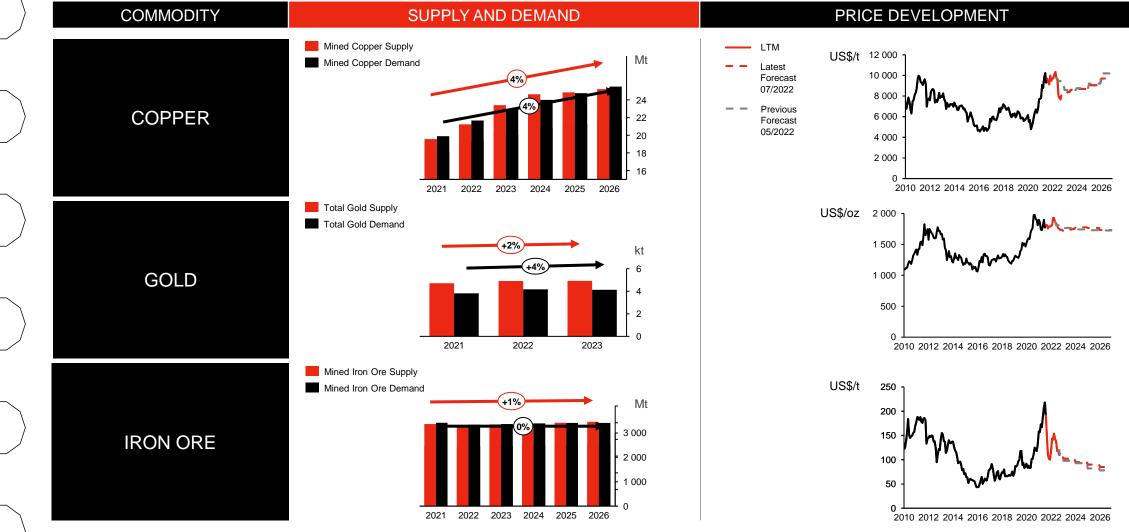
Aggregates capex expectations



* 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

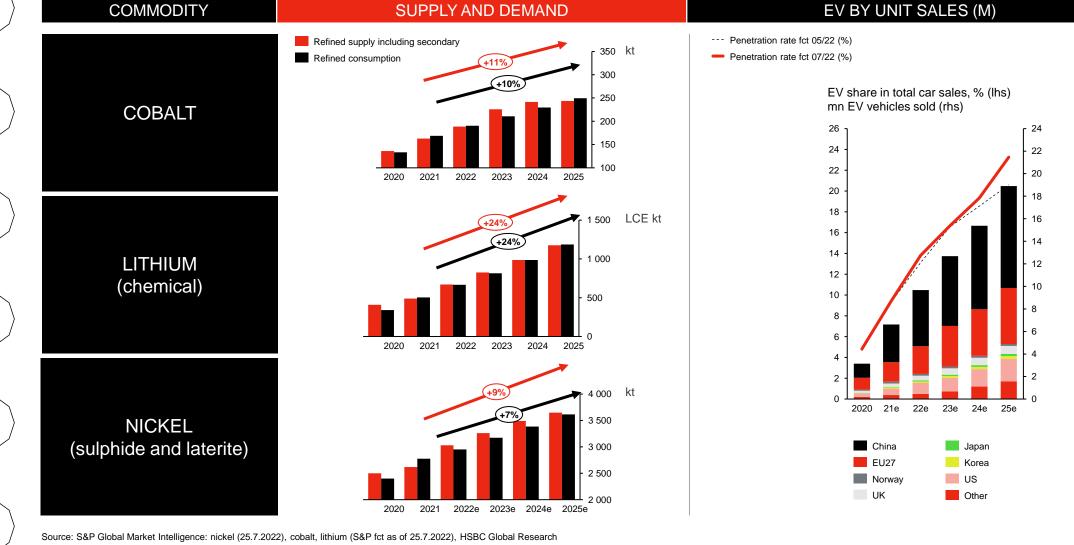
Market outlook for key commodities remains healthy



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



*LFP = Lithium iron phosphate – cost effective cathode material for Li-ion cells

*NMC = Nickel-manganese-cobalt

Focus areas for acquired growth

Products with high aftermarket intensity Sustainable offering

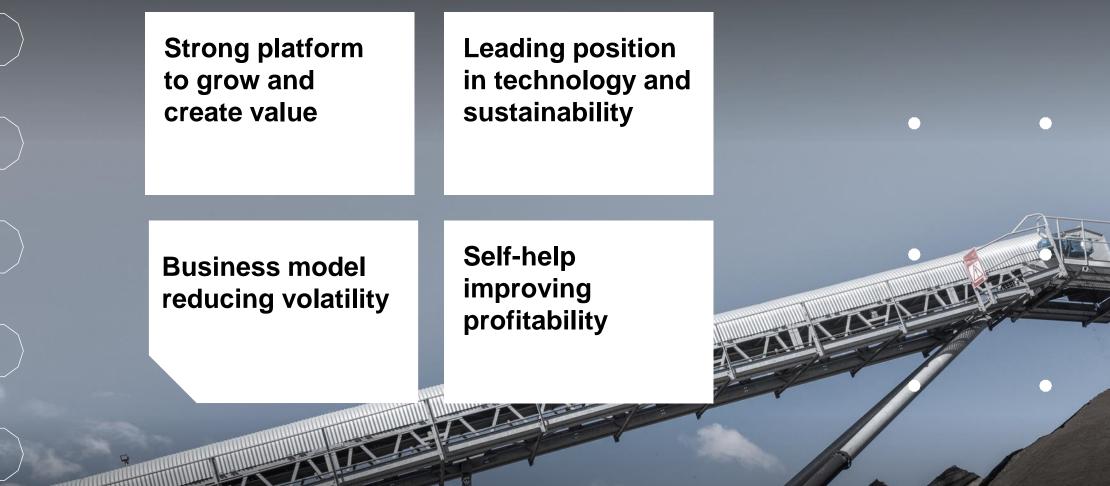
Automation & digitalization

Supply chain competitiveness



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Becoming an industry leader





Sustainability, R&D and people

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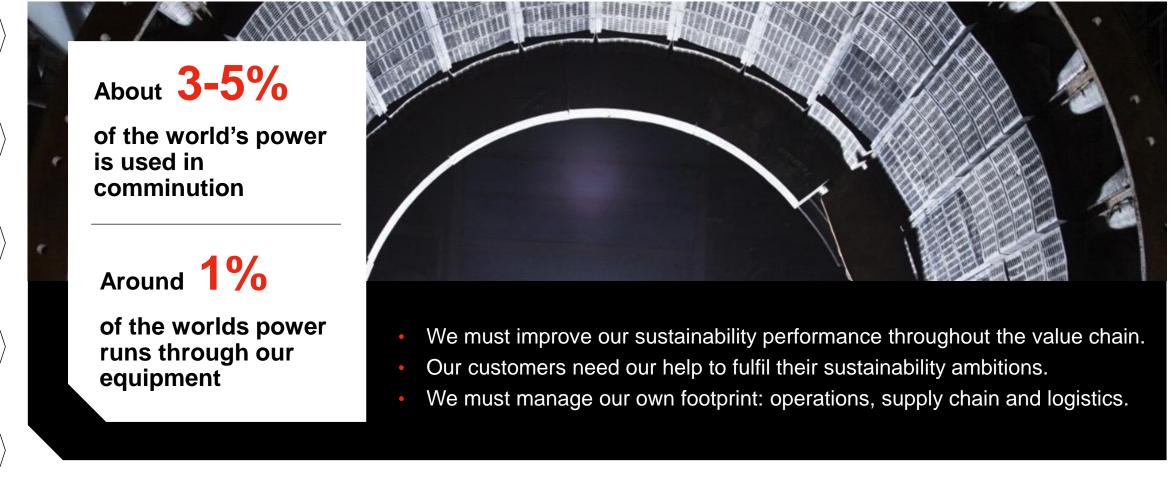
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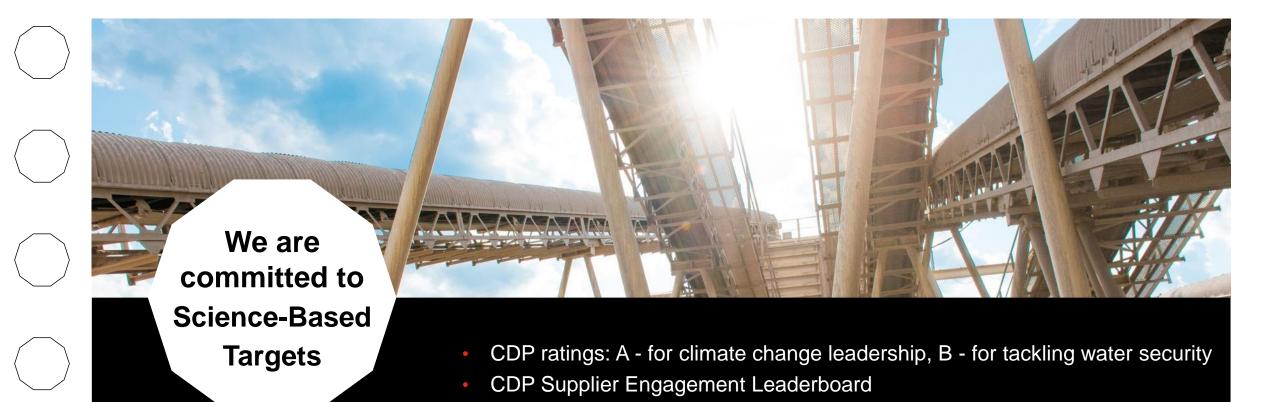


Mining industry and equipment suppliers play an important role in addressing the climate challenge



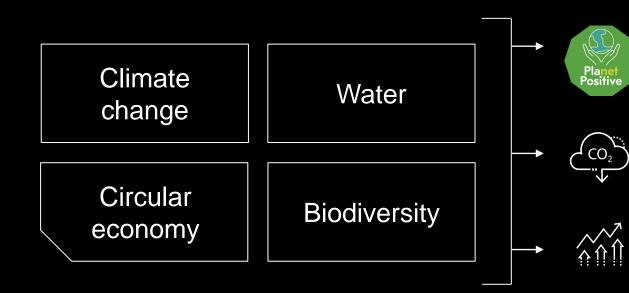
Metso

We target limiting global warming to 1.5 degrees





Helping our customers to solve their sustainability challenges



Planet Positive offering

Footprint Net zero by 2030





Our environmental footprint

CO₂ emissions in own operations Net-zero

by 2030*

- 60% in 2022 (compared to 2019) Logistics CO₂ emissions

-20% by 2025*

- 12% in 2022 (compared to 2019) Spend from suppliers with Science-Based emissions targets

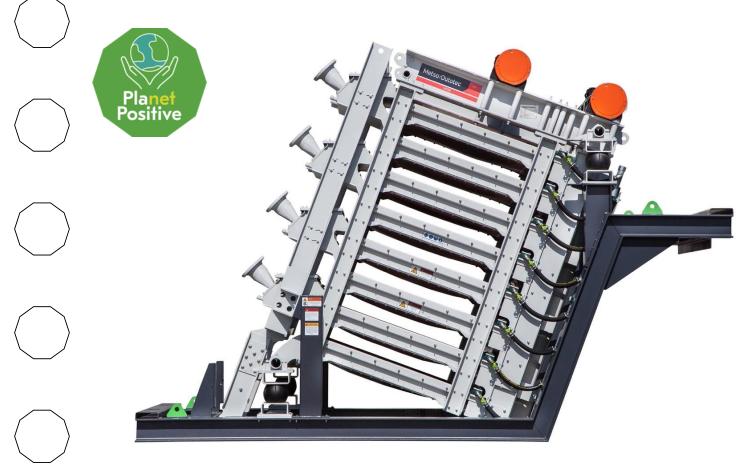
30 % by 2025

19.8% in 2022



Making an environmental impact with our Planet Positive offering

Sales totaled EUR 1.3 billion in 2022 (+51%)



- Around 140 products
- Demonstrably better than the industry benchmark
- Growing faster than overall sales

Customer benefits:

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

Examples of our Planet Positive solutions

Energyefficient modular **In-pit** crush and convey solutions



Energy efficient Horizontal Mill Plant units for optimized grinding circuit throughput



Concorde Cell[™] for recovering fine and ultra-fine particles with minimized energy and water consumption



Planet Positive

Energy-efficient comminution circuits with HRCe[™] HPGRs and modular Stirred milling plants



MD series mill discharge pumps for enhanced sustainability



Larox[®] FFP3716 Filter for sustainable tailings filtration





Examples of our Planet Positive solutions

pare and wear parts, upgrades and modernizations



Truck body Lighter, more payload & less fuel per hauled ton



Optimized wear parts More efficient processes Long lasting wears Lower energy consumption Safer operations



Repairs Extending the lifetime of customer assets for reduced waste



Unique BSE Screen Eliminates water consumption in the screening process



Recycling solutions for worn materials



Upgrades and modernizations e.g., FloatForce upgrade for lower energy consumption and improved wear life



Metso

Industry-leading service expertise with global network

- Comprehensive service portfolio from spares and wears to advanced lifecycle services
- World-class team of experts
- Efficient service processes to enable our experts to get it right – fast
 Deep understanding of customer process, product design and technology
 Efficient logistic network in all main customer markets

~3,000 service experts ∼<mark>140</mark> service locations

3 performance centers

6 own foundries and selected partner foundries **9** rubber and Poly-Met part factories



Continuous product development for the benefit of customers





Uncompromised safety in offering and operations







Health and safety of people

- Safe and secure
 workplace
- Proactive attitude towards zero harm

Safe products and services

- Products designed for safety
- Safe and professional service teams

Safe and responsible supply chain

- Rigorous supplier screening
- Supplier code of conduct

LTIFR* (2022) **1.1** Long-term target **Zero harm**

TRIFR** (2022) **2.8** Long-term target **Zero harm**

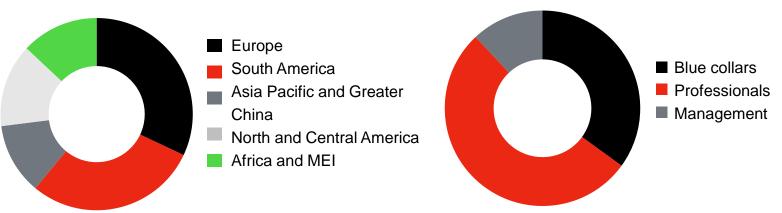
* Lost time injury frequency rate ** Total recordable injury frequency rate

Metso

Our industry leading diverse group of professionals

\frown	Our largest countries	People	
\rangle	Chile	2,800	
	Finland	2,400	
	Brazil	1,600	
\frown	India	1,400	
	China	1,000	
	United States	960	
	Australia	850	
	Mexico	710	
\frown	Sweden	650	
	United Kingdom	600	

Our people by geography



Our people

by employee category

16,000+
employees globally45+
countries90+
nationalities44/56%
women/men in
executive team18/82%
women/men



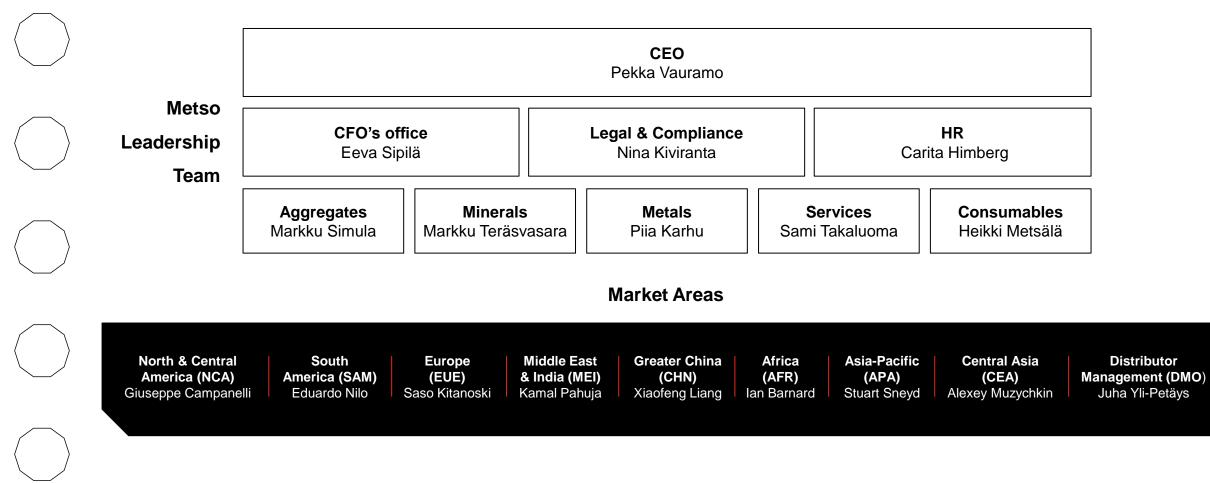
Diversity & inclusion is the basis of everything we do

- We are committed to developing a workplace where diversity and inclusion is embedded and celebrated in our culture.
- We believe that an inclusive environment where everyone can be their genuine selves makes our teams and our business stronger.



Metso Leadership Team

Extended Metso Leadership Team



Our offering

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Aggregates to build modern societies

Supplying equipment and services for a diverse customer base



Going electric

Crushing is energy-intensive. We Innovate with our customers to provide products and solutions that are positive for our planet

Customer benefits

- Best cost, best availability, easyto-buy, and easy-to-own solutions
- Comprehensive range of brands
 and solutions
- Less noise and dust in urban environments
- Timely and reliable expert service and parts near customers
- Extensive distributor network



Our customers

Large international and smaller local companies in the aggregates industry



Driven by sustainability and digitalization

Crushers and screens

- Mobile and portable machines and plants
- Stationary crushing and screening plant systems

Spares and wears

Spare and wear parts and upgrades



Professional services

- Installation, inspections, plant audit, maintenance, shutdowns, optimization
- Life cycle services and performance solutions

Our equipment is ~50% electric

- Stationary: fully electric
- Wheel mounted: fully electric
- Track mounted ~15%
 electric

Digital customer experience

- Intelligent crushing
- Fleet management
- Remote control





Multi-brand: Serving our customers' different needs

	Global brands		Aggregates recycling & demolition	Aggregates contractors	Quarries	OEM business
	Metso:Outotec	High performance crushing & screening solutions	Nordtrack	Lokotrack	-	
\frown	Mecloskey	Mobile crushing, screening & recycling				
	Regional brands		Aggregates recycling & demolition	Aggregates contractors	Quarries	
	TESAB	Mobile crushing, screening & material handling				
	KIPPMANN	Heavy duty crushing & screening				
	JONSSON™	Heavy duty electric crushing & screening				
	SRH [®] PART OF METSO	Fit-for-purpose crushing & screening			-	
	36					Metso

Minerals processing

Focus on smarter and more sustainable mining processes

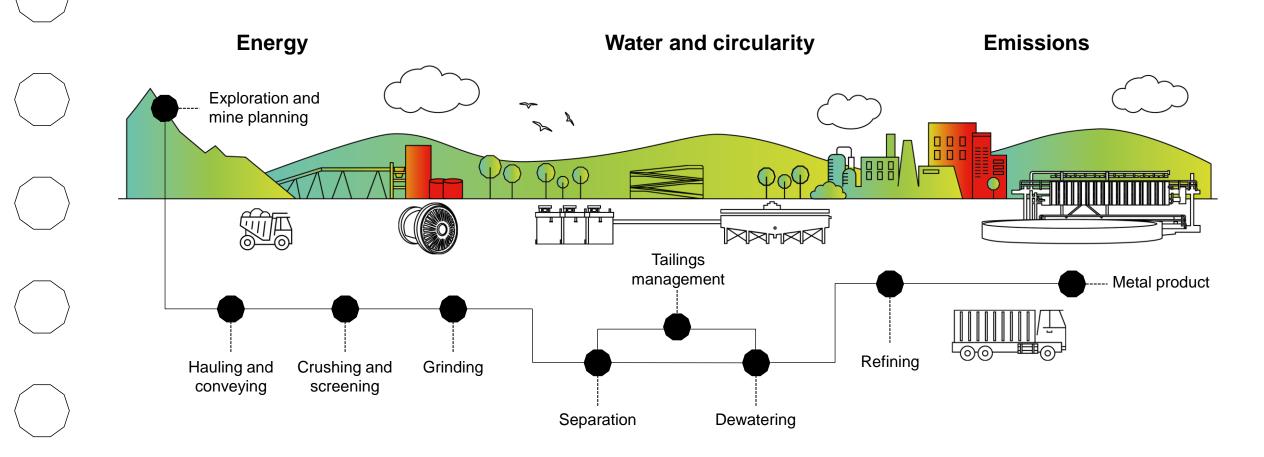


Our customers are focusing on:

Energy consumption

Water stewardship Agility through, for example, modularity New levels of reliability

Presence in the whole ore to metals value chain

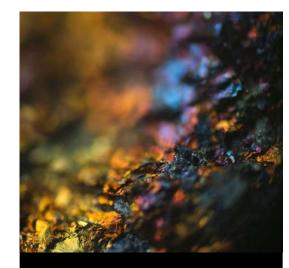


WE CREATE THE BIGGEST IMPACT THROUGH OUR CUSTOMERS



Capturing the value of ore, responsibly

Leading offering for mining and minerals processing



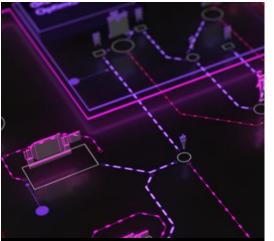
Solutions for virtually all ore types and process steps

covering comminution, sizing, concentration, dewatering, material and slurry handling and tailings management, and hydrometallurgical processing

Broad offering

ranging from pre-feasibility studies, engineering and process equipment to complete process islands and plants with related life cycle services





Digitalization at the core

Geminex[™] metallurgical digital twin for flow sheet planning to manage variability and optimize resources, a wide automation offering complemented with connected services to deliver insight-driven performance

Driving sustainable flowsheets

An extensive range of Planet Positive products continuously complemented with new valueadding solutions



Comprehensive expertise with a full portfolio of sustainable solutions for all ore types and processes

Grinding Industry's most comprehensive portfolio

Crushing: Combining legacy and unmatched expertise Separation Maximizing recovery throughout minerals' processing operations Materials handling Less maintenance, safer operations

Plant Solutions Unmatched performance and expertise

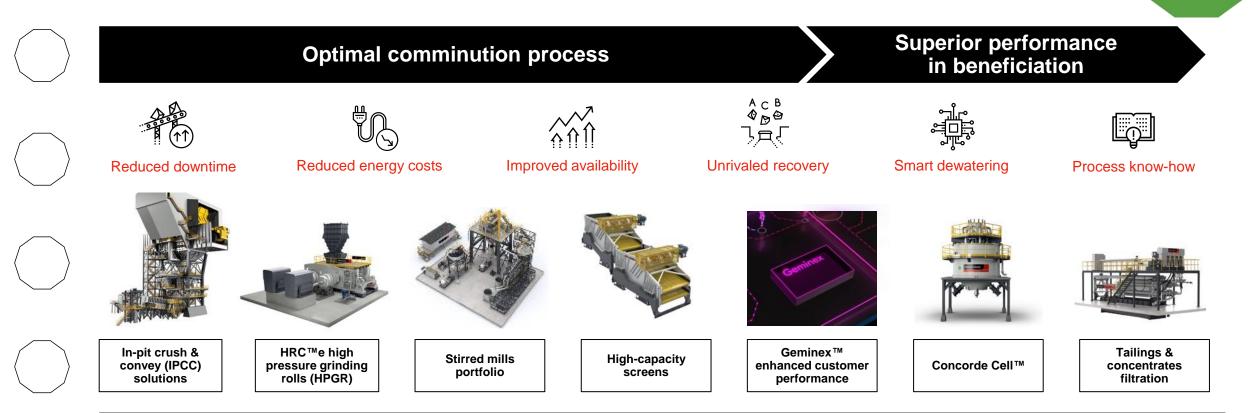
Screening Reliable solutions designed to optimize your process Slurry Handling Maximizing pumping efficiency in mining

Filtration Enabling economic and environmental sustainability Hydrometallurgy Industry-leading hydrometallurgical process technology for main metals



Innovation leader across the entire mining value chain

Equipment and process performance with intelligent Planet Positive solutions



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

Metso

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Generating value in battery minerals



Batteries require multiple minerals

Typical sourcing processes

Hard rock

Brines

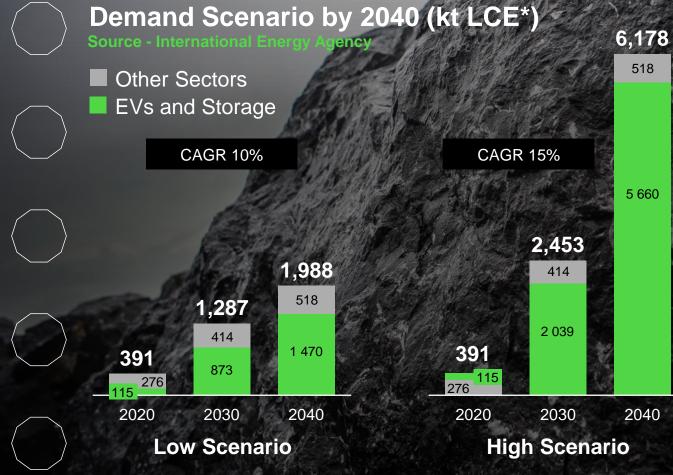
Battery Recycling (Black mass)

Cobalt Copper Graphite Lithium **Nickel** Manganese

Typical battery minerals

Metso





* Lithium Carbonate Equivalent

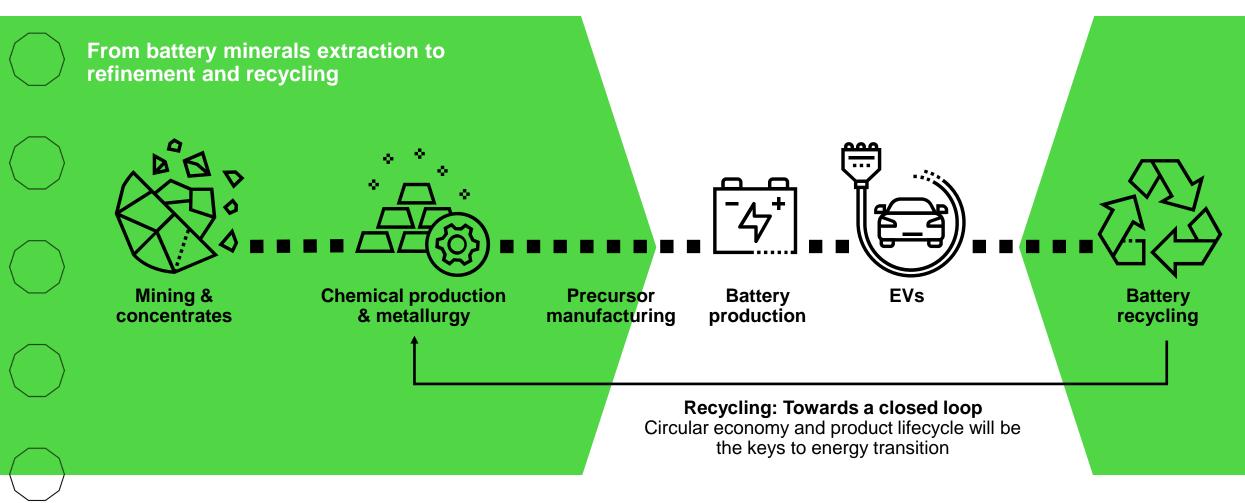
Estimates say that by 2040 demand for Lithium may grow by over

1,500%

Metso

Our unique position in the industry

Metso covers over 90% of the value chain



Segment's widest technology offering High-performance solutions throughout the value chain





Improving the efficiency of existing **brownfield** mining and extraction sites, plants and processes.

New exploration and new **greenfield** sites with state-of-the-art equipment and practices.



Developing efficient and responsible processes for **recycling** and reusing minerals from decommissioned batteries.



Our competitive advantage...

.. amidst fast-moving market expectations

Strategic

- 90% coverage of processes across the value chain
- Strong mix of proven solutions and new innovations
- Strong existing process knowhow

Valuable

- Ability to maximize the value of present operations
- Ability to provide state-of-the-art performance to new installations
- Minimizing risks
 through
 comprehensive
 testing

Resilient tools make

Resilient

- for more resilient
- Digitalization allows for flexibility in plant operations
- Tools (Geminex) for adapting operations based on variability in ore bodies

Sustainable

- Environmental performance such as reduced emissions
- Improved efficiency for long-term economic value



Advanced solutions from ore or concentrate to metal Metso for metals



Global leader in process technologies for metal and chemical industries for pyrometallurgy, agglomeration and sulphuric acid applications Unique portfolio with best-inclass technology and expertise throughout the asset lifecycle, driven by proprietary IP and strong innovation track-record supporting customers' sustainability targets Leading solutions for decreasing customers' CO_2 emissions, e.g.

- Copper Flash Smelting[™]
- Alumina calcination
- FeCr smelting

R&D focus on carbon-free production with innovative modular plants & digital solutions.

Leading process technology for metals producers

Plants, equipment, and services



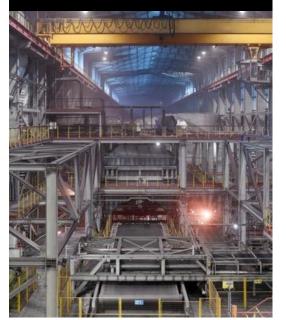
Pyrometallurgy

Process solutions for

- Smelting
- Calcining
- Roasting
- Direct reduction

Agglomeration

- Process solutions for
- Pelletizing
- Sintering





Sulphuric acid

- Process solutions for
- Metallurgical acid plants
- Sulphur burning plants
- Gas cleaning

Industries served

- Base metals
- Iron & steel
- Precious metals
- Light metals
- Fertilizers





Strong portfolio of metals processing technologies



Iron ore agglomeration >400 Sinter plants and >140 Pellet plants in travelling grate and grate Kiln technology supplied, including the world's biggest ones



Light metals >70 Alumina Calcination and Tube Digestion plants delivered

Acid plant process >650 completed acid plant deliveries

- High-efficiency gas cleaning solutions
- Largest Metallurgical Acid plant: 4,500 tpd (1.5 Mtpa)
- plant. 4,500 lpu (1.5 Mipa)
- Largest Sulfur Burning plant: 5,000 tpd (1.7 Mtpa)





Smelting technologies Operated by world's largest copper, nickel and ferro-chrome operations and widely used in various secondary smelters • >60% of global

- pyrometallurgical copper and nickel are produced with these technologies
- ~60% of global ferrochrome is produced with this technology
- 100 anode casting shops

Calcining >1,500 Rotary Kiln Installations for Minerals and Metals Calcining & Roasting



Fluid Bed >300 Fluid Bed Roasting installation incl. the largest partial Roasting plant



Life Cycle Services - unique maintenance and optimization capabilities and process expertise



Long-term solutions to help our customers exceed their performance targets through partnership agreements

Common objectives:



Highest safety, lowest

environmental footprint



Increased production

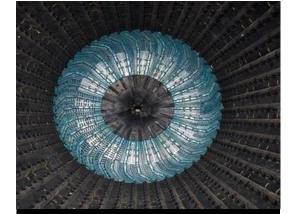
Higher availability



Lower operating costs

Metso

Our service solutions improve customers' equipment and process efficiency sustainably



- Process optimization and connected services
- Improved customer experience with digital solutions

- Spare and wear parts built to perform
- Modernizations, upgrades and retrofits



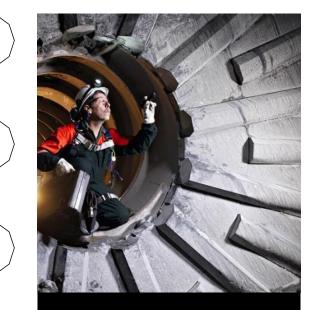
Life Cycle Services

- Repair services
- Maintenance and shutdowns
- Training services

 We produce solutions for the entire market, not just for the Metso installed base



Optimal wear solutions for the entire value chain



Mill lining solutions

More than 60 years of pioneering developments in mill lining – metallic, rubber and Poly-Met.

Crusher wear parts

Designed to the same specifications and exacting standards as our crushing equipment, ensuring equipment compatibility for reliable and safe operation.





Screening solutions

With solutions that range from rubber and polyurethane to classic wire, Metso offers media designed to optimize your screening process.

Loading and hauling

Wide range of wear linings covering chute, conveyor and loading and hauling solutions designed to optimize safety, productivity and profit.



Not all spare parts are created equal



Crushing

Wide-ranging parts offering for gyratory, cone and jaw crushers, to mobile and portable plants, to select non-Metso crushers.

Screening

Metso screen and feeder parts boast a strong design to suit tough operating conditions.





Grinding A proven history of designing, manufacturing, and servicing grinding mills and components.



Filtration

Readily available parts, enabling optimal performance, increased uptime, higher reliability, lower maintenance costs, and better personnel protection.

Engineered upgrades

Upgrades and modernizations bring multiple benefits across the flowsheet such as higher productivity, improved safety and sustainability improvements.



• • • Q1/2023 results

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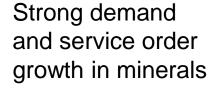
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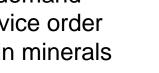
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Q1/23 highlights







High sales growth

Record-high profitability



Strategic review of Metals completed

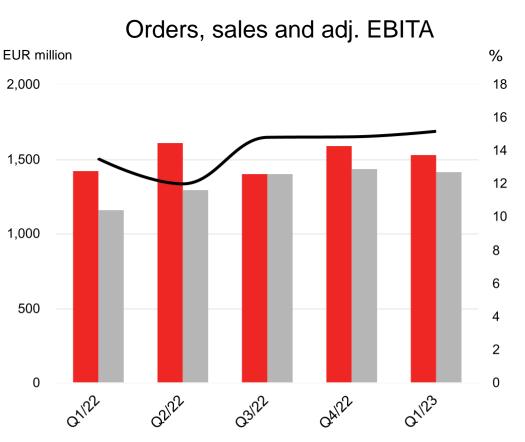


Final settlement in Saudi Arabia ilmenite project



Group Q1/23 key figures

EUR million	Q1/2023	Q1/2022	Change %
Orders received	1,533	1,424	8
Sales	1,418	1,164	22
Adjusted EBITA	215	157	37
% of sales	15.2	13.5	_
Operating profit	197	139	41
% of sales	13.9	12.0	_
Earnings per share, continuing operations, EUR	0.17	0.11	55
Cash flow from operations	110	74	50



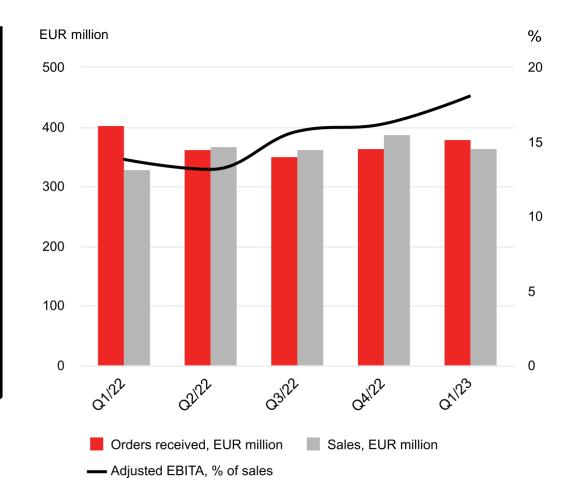
Orders received, EUR million Sales, EUR million

- Adjusted EBITA, % of sales

Metso

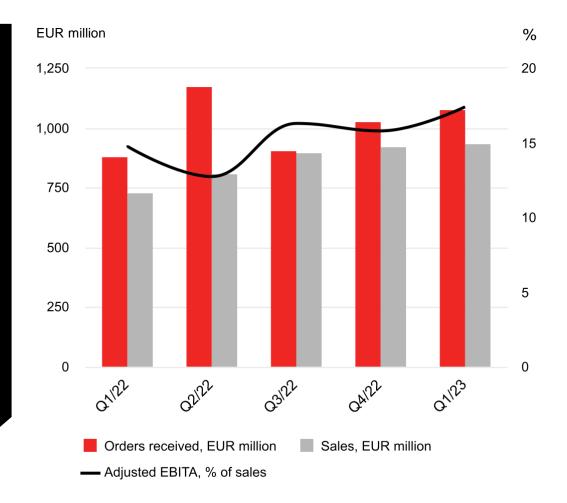
Aggregates segment quarterly highlights

- Orders received EUR 379 million (EUR 402 million)
 - North America strong; softer European market affected order intake
 - Rest of the world picking up
 - Equipment -6%, services -5%
- Sales EUR 363 million (EUR 329 million)
 - Strong execution of the backlog
 - Services share 31% (34%)
- Adjusted EBITA EUR 66 million (EUR 45 million)
 - Margin of 18.1% (13.8%)
 - Strength of the US market and improved gross margins



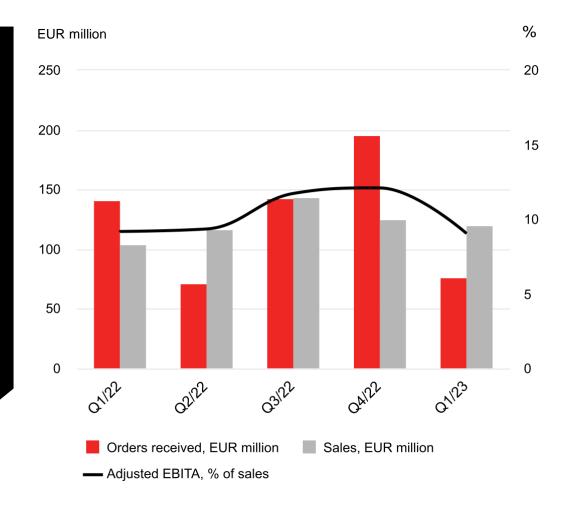
Minerals segment quarterly highlights

- Orders EUR 1,078 million (EUR 880 million)
 - Strong overall market activity
 - Equipment orders +11%, consisting of small and mid-size orders
 - Services orders +29%
- Sales EUR 934 million (EUR 731 million)
 - Equipment +21%
 - Services +33%
 - Services share 61% (58%)
- Adjusted EBITA EUR 163 million (EUR 108 million)
 - Margin of 17.4% (14.7%)
 - Increased deliveries and improved gross margin supported by better execution



Metals segment quarterly highlights

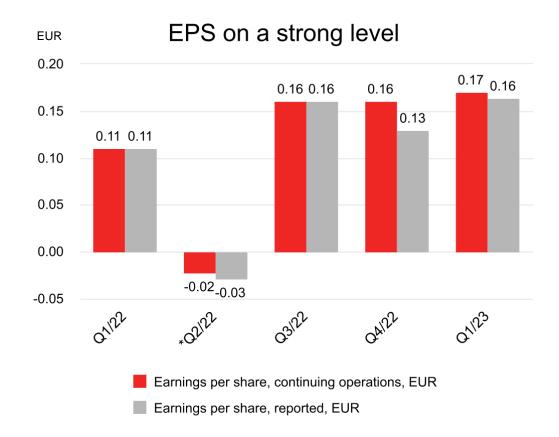
- Orders received EUR 77 million (EUR 141 million)
 - Healthy customer activity; no large orders
- Sales EUR 120 million (EUR 104 million)
 - Increased deliveries from backlog
 - Services share 12% (12%)
- Adjusted EBITA EUR 11 million (EUR 10 million)
 - Healthy adjusted EBITA margin 9.1% (9.2%)
 - Volume growth





Income Statement

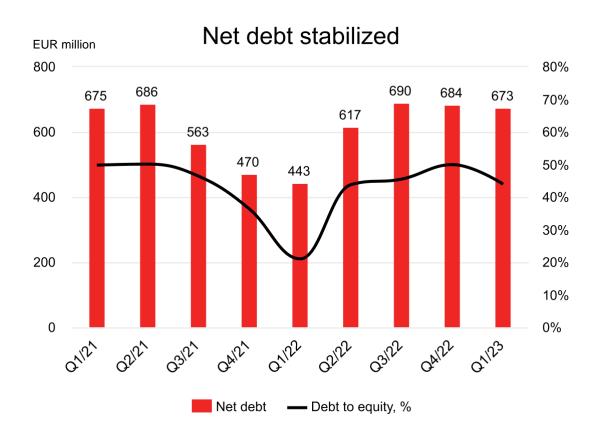
EUR million	Q1/2023	Q1/2022	2022
Sales	1,418	1,164	5,295
Adj. EBITA	215	157	731
Adj. EBITA, %	15.2	13.5	13.8
Operating profit*	197	139	504
Operating profit, %	13.9	12.0	9.5
Net financial expenses	-12	-20	-63
Profit before taxes	185	119	441
Income taxes	-45	-32	-112
Profit for the period, continuing operations	140	88	329
Earnings per share, continuing operations, EUR	0.17	0.11	0.40
Profit for the period	134	88	301



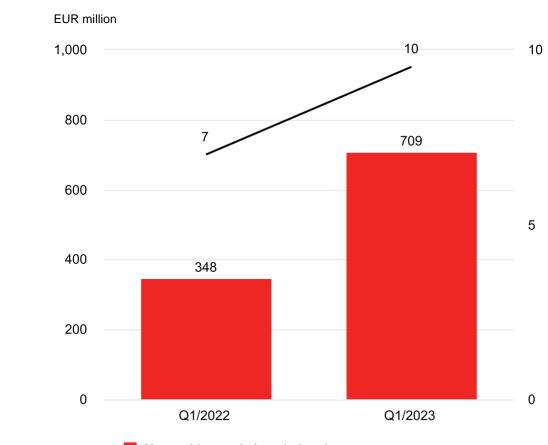
*Q2/2022 including EUR 150 million non-recurring charge related to the wind down of the business in Russia.

Balance Sheet

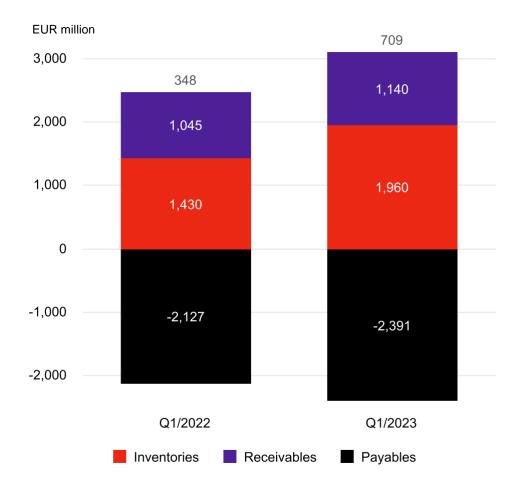
EUR million	Mar 31, 2023	Mar 31, 2022	Dec 31, 2022
Intangible assets	1,957	1,993	1,972
Total property, plant and equipment	419	388	407
Right-of-use assets	117	123	115
Other non-current assets	263	267	262
Inventories	1,960	1,430	1,846
Receivables (trade and other)	1,586	1,330	1,551
Liquid funds	531	501	601
Assets held for sale	-	92	_
TOTAL ASSETS	6,834	6,124	6,754
Total equity	2,475	2,378	2,350
Interest-bearing liabilities	1,208	953	1,293
Non-interest-bearing liabilities	3,151	2,749	3,111
Liabilities held for sale	-	43	_
TOTAL EQUITY AND LIABILITIES	6,834	6,124	6,754



Working capital



Net working capital, period end
 NWC, % of revenues, last 12 months quarterly averages

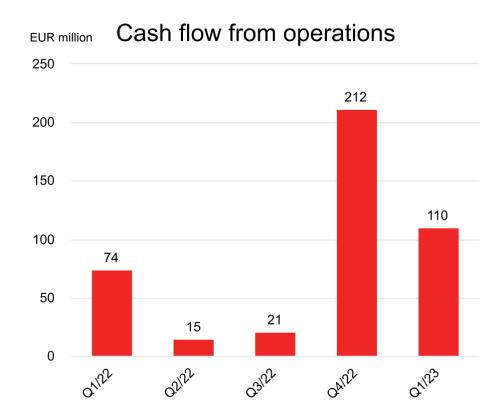


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Cash flow improved year-on-year

EUR million	Q1/2023	Q1/2022	2022
Profit for the period	134	88	301
Adjustments:			
Depreciation and amortization	39	38	156
Financial expenses, net	12	20	63
Income taxes	45	31	113
Other items	7	3	65
Total adjustments	104	93	398
Change in net working capital	-127	-107	-377
Net cash flow from operating activities before financial items and taxes	110	74	322



Financial position

- Ratings:
 - S&P Global upgraded its credit rating to 'BBB' with stable outlook on April 24, 2023
 - Moody's (April 2021; confirmed on May 2, 2023):
 'Baa2' long-term rating with stable outlook
 - Average interest rate of loans and derivatives 3.29%
 - Available credit facilities:
 - committed syndicated revolving facility of EUR 600 million
 - EUR 600 million commercial paper program
 - EUR 2 billion Euro Medium Term Note Program, of which EUR 762 million outstanding

EUR million	Mar 31, 2023	Mar 31, 2022	Dec 31, 2022
Liquid funds	531	501	601
Net debt	673	443	684
Gearing, %	27.2	18.6	29.1
Equity-to-assets ratio, %	40.6	43.3	39.2
Debt to capital, %	30.5	25.7	33.3
Equity/share, EUR	2.99	2.86	2.84

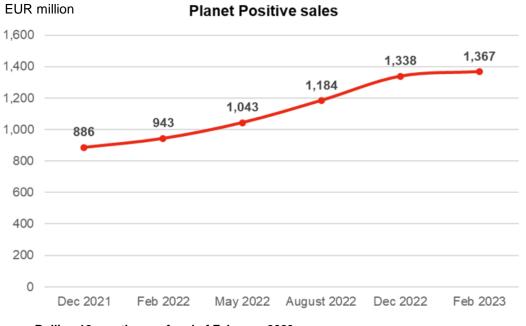
ESG highlights in Q1/2023

Planet Positive sales grew 45% y-o-y

- Thickening Plant Units added to portfolio
- Green Steel DRI smelting pilot progressed
- Expansion of Planet Positive filter production

Several footprint actions completed successfully

- Renewable energy from solar panels up 30% year-on-year
- Supplier engagement progressed according to plan



Rolling 12 months as of end of February 2023

Employee engagement score improved to a record level

Sustainability-linked financing program for suppliers launched



Market Outlook

Metso expects the overall market activity to remain at the current level, including the normal seasonality in the aggregates market.

In its previously published outlook Metso expected the overall market activity to remain at the current level in both the mining and aggregates markets.

According to the company's disclosure policy, Metso's market outlook describes the expected sequential development of market activity during the following six-month period using three categories: improve, remain at the current level, or decline.



Metso

Partner for positive change

