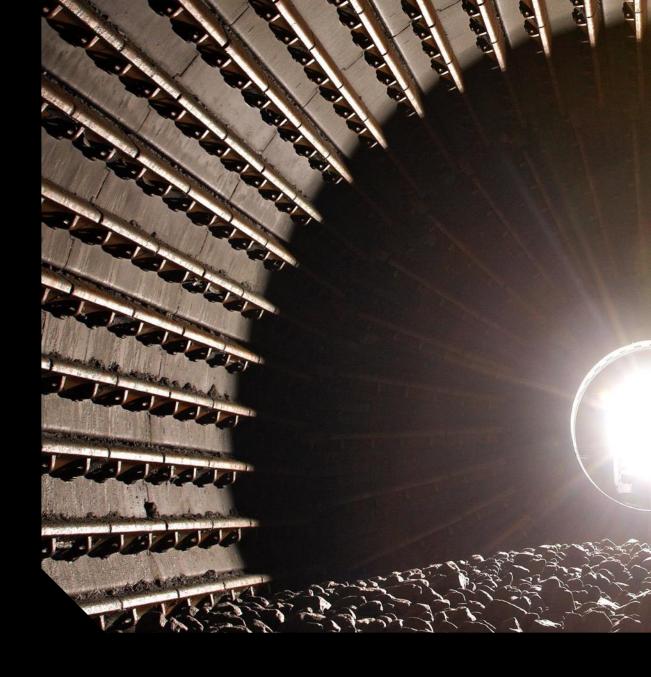
Metso

Investor presentation



March 2024

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

Metso – Enabling sustainable modern life

Megatrends

Urbanization
Electrification
Sustainability
Resource scarcity
AI & digitalization

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

Enabling sustainable modern life



5.4

billion euro sales in 2023



~50

countries we operate in



17,000+ employees



100+

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



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 key financials 2023

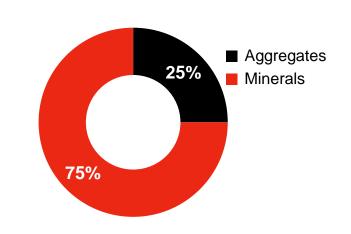
Sales

EUR 5.4 billion

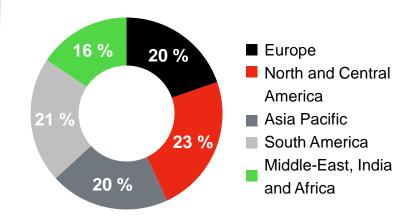
Planet Positive sales

EUR 1.4 billion

Sales by segment*



Sales by geography



Services share of sales

~54%

Adjusted EBITA

EUR 887 million / 16.5%

^{*)} In financial reporting, the Smelting business has been transferred to the Minerals segment. The Metals & Chemical Processing and the Ferrous & Heat Transfer businesses have been classified as discontinued operations; their figures are not included in the segment figures below.



Strategy implementation continues via TOP priorities









Financial performance

Financial targets support our value creation

Adjusted EBITA- margin of >17% over the cycle

Q4/23: 16.5% Maintaining

Investment Grade

credit rating

Baa2/ BBB

Dividend payout of at least 50% of earnings per share

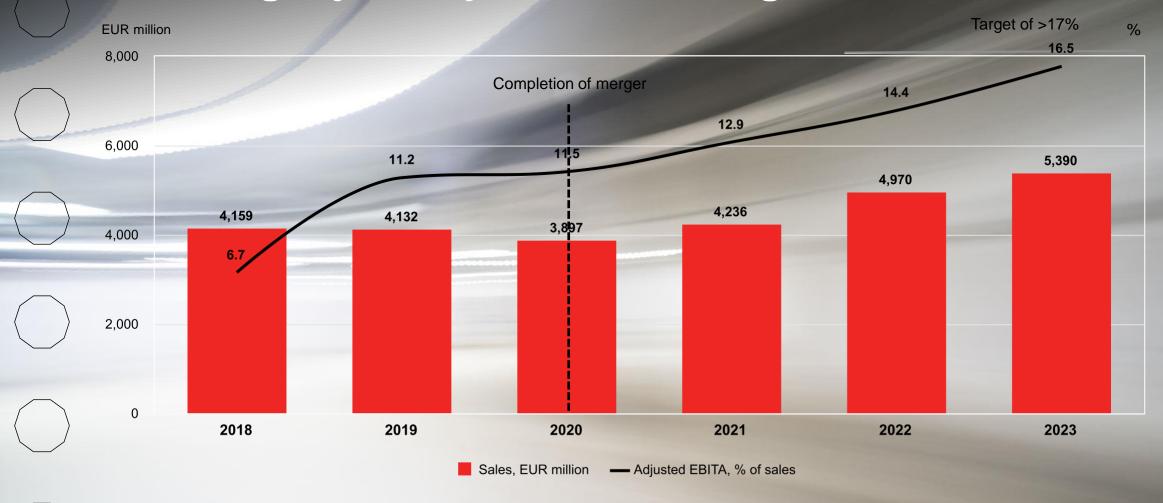
2023: 55% Progress in sustainability in alignment with the

1.5°C

commitment

On track

Our margin journey after the merger



Note: 2018 and 2019 figures are Metso Outotec pro forma and H1/2020 illustrative combined. The merger was completed on July 1, 2020, after which the data is based on IFRS.

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



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

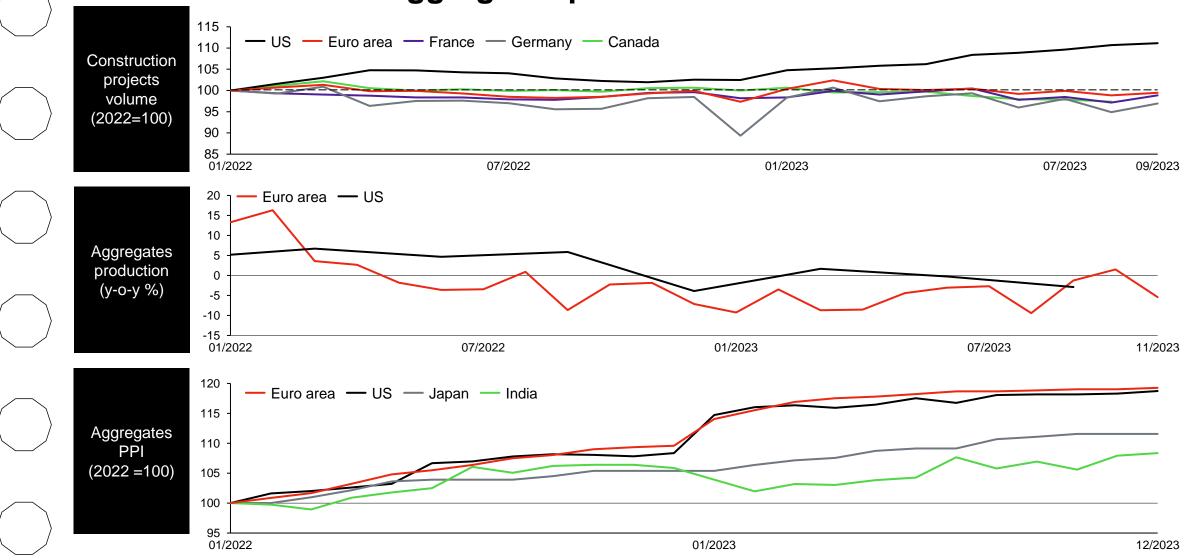
Customer segment specific offerings

Intelligent equipment

Fleet management

Process & operations optimization

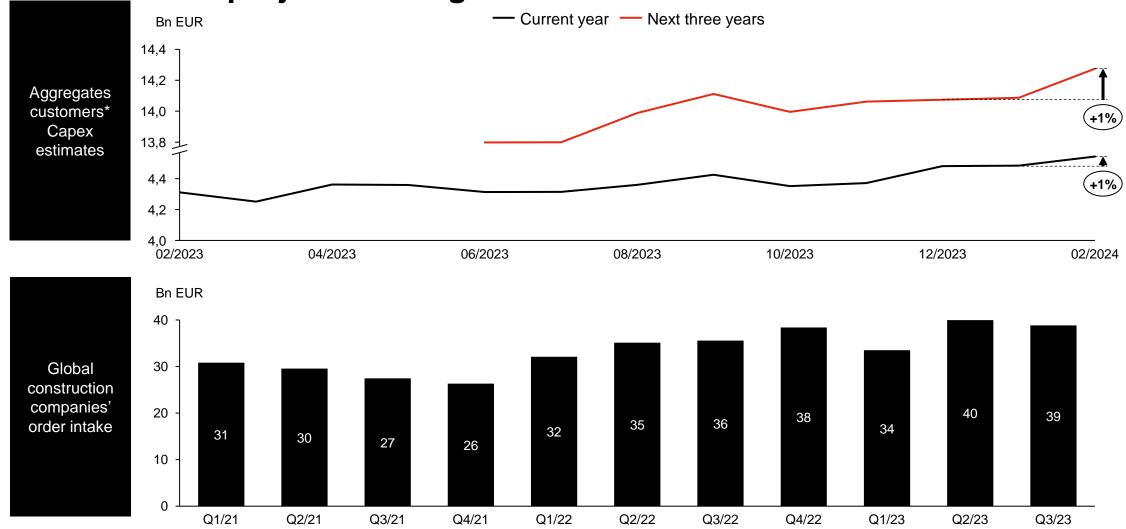
Construction activity muted in Europe, which is reflected in aggregates production



Source: OECD, Eurostat, USGS, Eikon Updated: 02/2024

Metso

Large aggregates producers' capex outlook has been stable, infrastructure projects driving construction demand

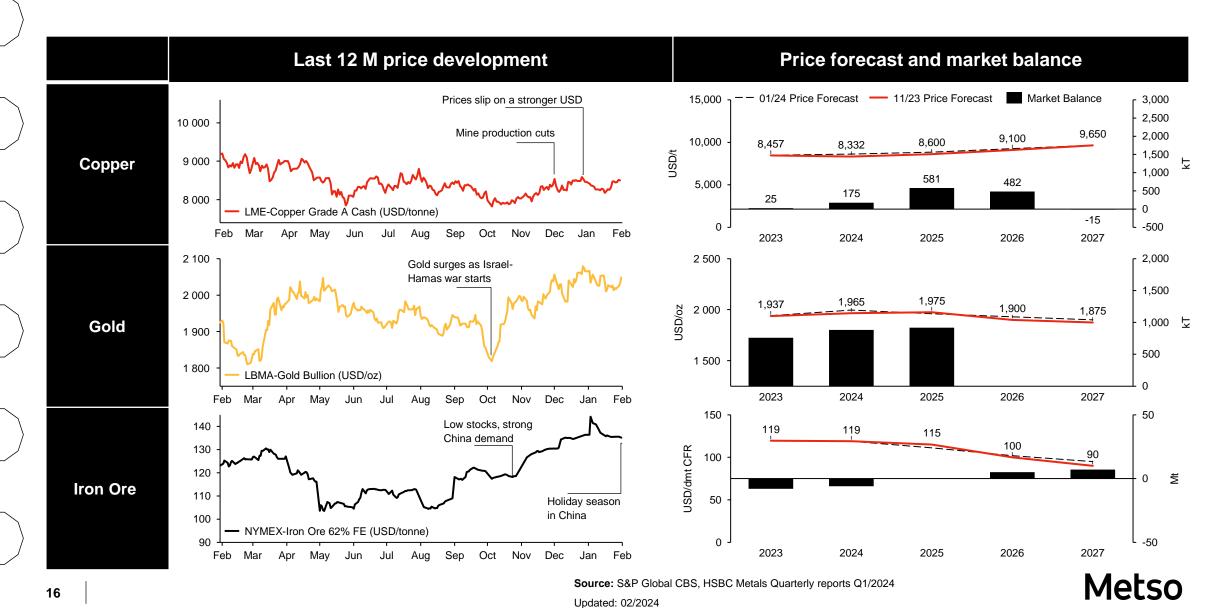


^{*}Sample consists of 6 major aggregates producers: CRH, Heidelberg Materials, Martin Marietta, Vulcan Materials, Summit Materials and SigmaRoc
**Sample consists of 7 global construction companies: Skanska, Vinci Construction, Hochtief, Kajima Corporation, Fluor, Larsen & Tourbro Infrastructure, Lennar
Source: Consensus Analysis, Eikon, Companies' interim reports

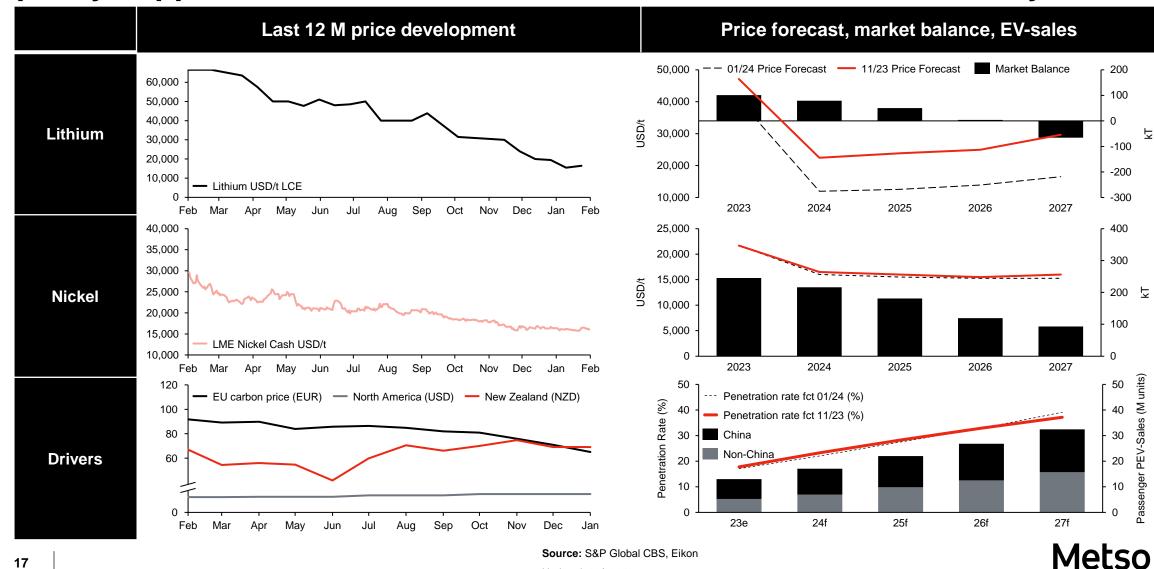


Updated: 02/2024

Copper price increases, while iron ore and gold face volatility

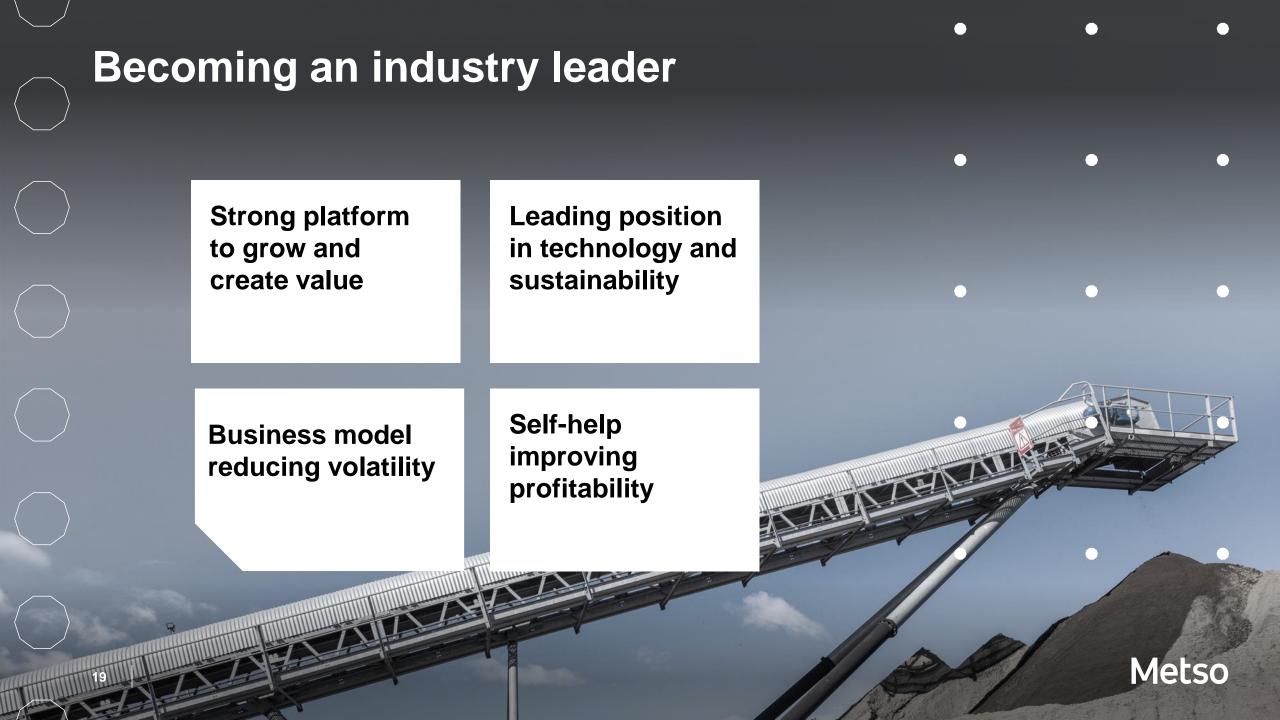


Battery metals: Tumbling prices dampen overall sentiment, yet strong policy support and environmental measures to drive market activity



Updated: 02/2024

Focus areas for acquired growth **Products with** Sustainable high aftermarket offering intensity **Automation &** Supply chain digitalization competitiveness Metso 18



Sustainability, R&D and . people

Metso

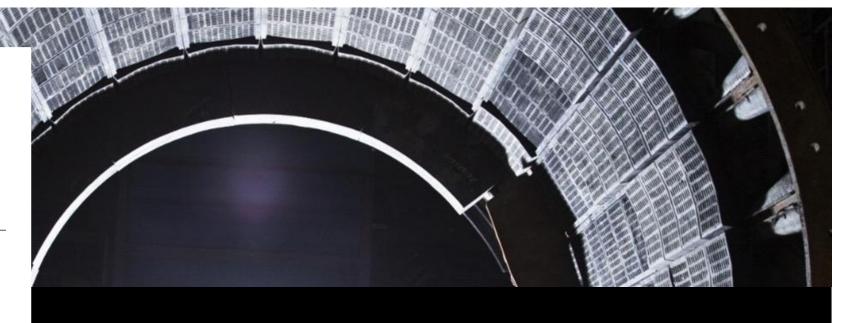
Mining industry and equipment suppliers play an important role in addressing the climate challenge

About **3-5%**

of the world's power is used in comminution

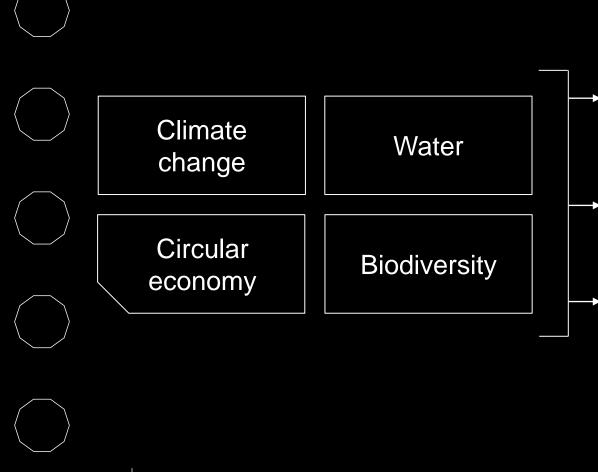
Around 1%

of the worlds power runs through our equipment



- We must improve our sustainability performance throughout the value chain.
- Our customers need our help to fulfil their sustainability ambitions.
- We must manage our own footprint: operations, supply chain and logistics.

Helping our customers to solve their sustainability challenges



Planet Positive offering

Footprint
Net zero by 2030

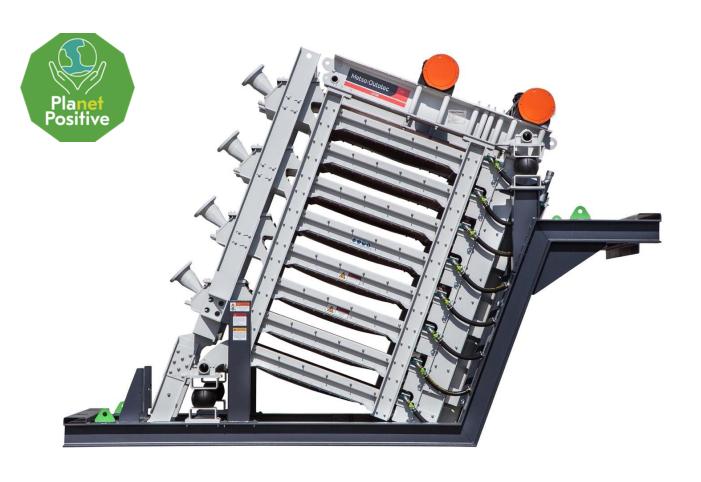
 $\int_{CO_2}^{\infty}$

Integrated in strategy



Making an environmental impact with our Planet Positive offering

Sales totaled EUR 1.5 billion in 2023



- 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

Planet Positive

Minerals processing

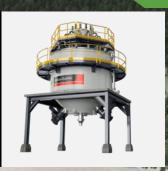
Energyefficient
modular In-pit
crush and
convey
solutions



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



Energy-efficient comminution circuits with HRCeTM 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

Spare 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



Industry-leading service expertise with global network

- Comprehensive service portfolio from spares and wears to advanced lifecycle services
- Deep understanding of customer process, product design, and technology
- A world-class manufacturing network
- Efficient logistic network in all main customer markets

~3,000 service experts

~140 service locations

3 performance centers

6 own foundries and selected partner foundries

7 rubber and Poly-Met part factories

Strong innovation and R&D power

~10

73 million euros

~30

99.8%

7,800+

New Planet
Positive launches
in 2023

Investment in research and development in 2023

Locations with R&D, testing or laboratory capabilities

R&D project spend with sustainability targets in 2022

Patents









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* (2023)

1.2

Long-term target
Zero harm

TRIFR** (2023)
3.0
Long-term target
Zero harm

* Lost time injury frequency rate

** Total recordable injury frequency rate

Metso

Diversity & inclusion is the basis of everything we do

- We are committed to developing a workplace where diversity and inclusion are 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.

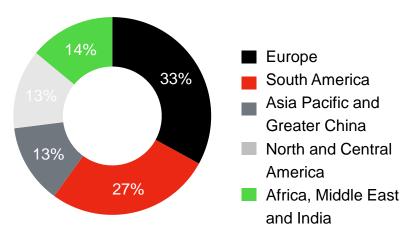


Our industry leading diverse group of professionals

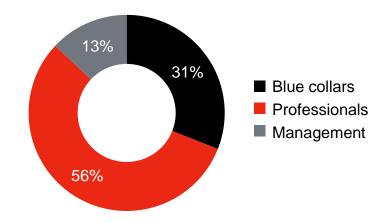
Key numbers in the end of 2023

Countries	People
Finland	2,790
Chile	2,353
Brazil	1,696
_India	1,659
China	1,058
United States	969
Australia	939
Peru	657
Sweden	650
Mexico	644





Our people by employee category





~50 countries

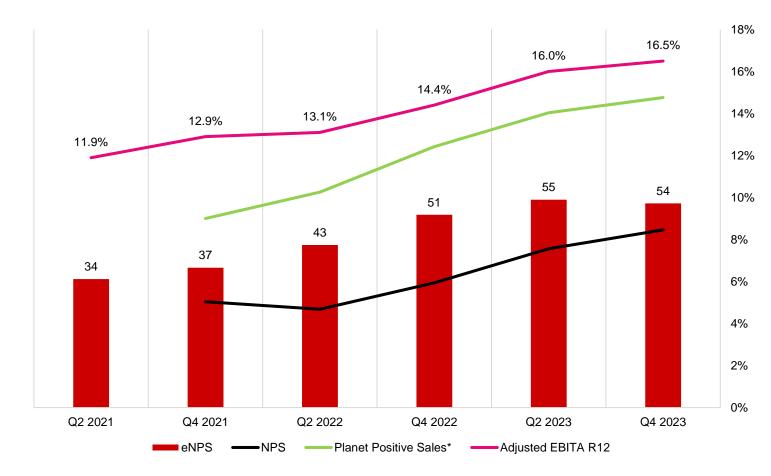
100+Nationalities

44/56% women/men in executive team

17/83% women/men in middle and senior management positions

Performance culture drives success

Engaged people → customer value → business results



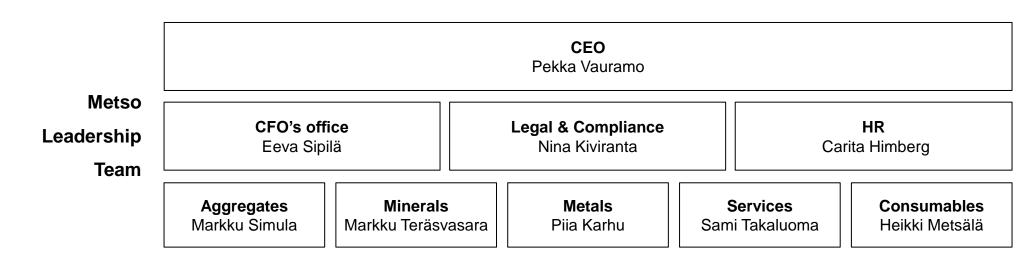
^{*}Indexed



^{**}Compared to industry benchmark

Metso Leadership Team

Extended Metso Leadership Team



Market Areas

North & Central South **Middle East Greater China Africa Asia-Pacific Central Asia Distributor Europe** America (NCA) America (SAM) (EUE) & India (MEI) (CHN) (AFR) (APA) (CEA) Management (DMO) Giuseppe Campanelli Eduardo Nilo Saso Kitanoski Kamal Pahuja Xiaofeng Liang Ian Barnard Stuart Sneyd Artem Askhadulin Juha Yli-Petäys



Our offering Metso

Aggregates to build modern societies

Equipment and services for diverse customers

Our customers

 Large international and smaller local companies and contractors in the aggregates industry

Customer benefits

- Best cost, best availability, easy-to-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



Driven by electrification 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

Electrifying our equipment

- Stationary: fully electric
- Wheel mounted: fully electric
- Track mounted ~15% electric
- Electric Lokotrack range launched in May 2024

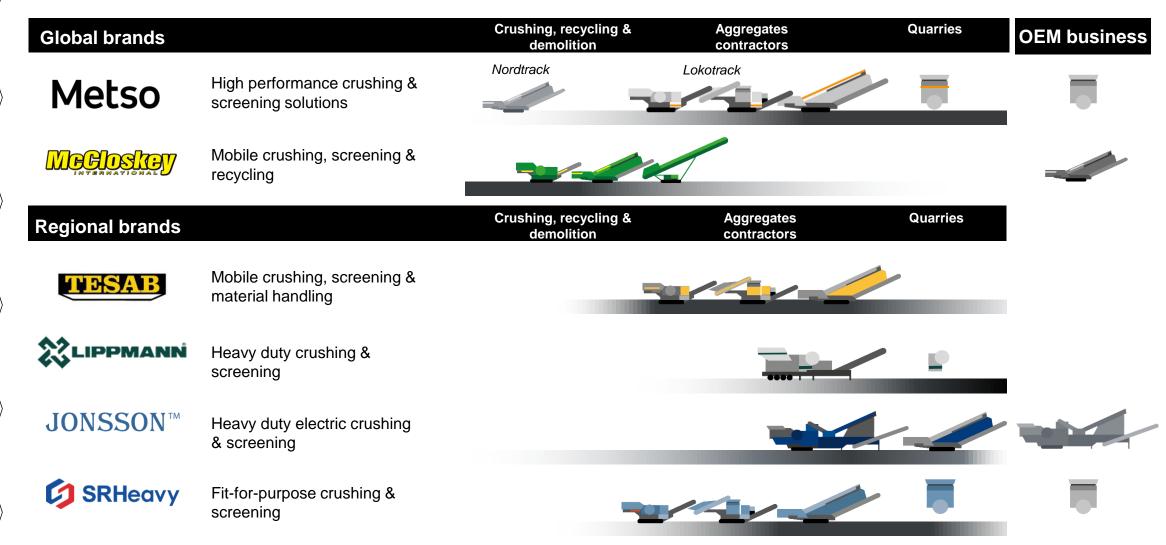
Digital customer experience

- Fleet management
- Intelligent crushers and screens
- Operations and process optimization
- E-commerce



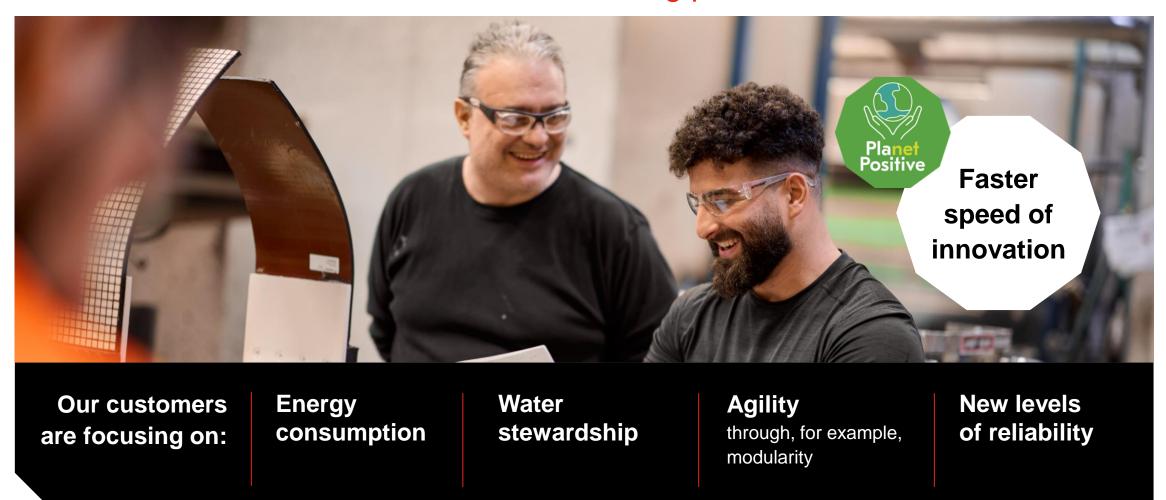


Multi-brand: Serving our customers' different needs

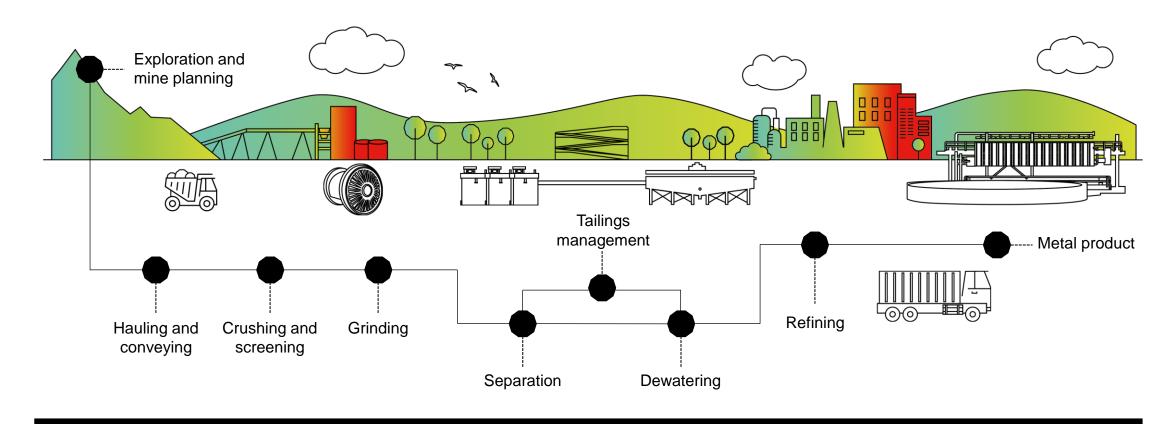


Minerals processing

Focus on smarter and more sustainable mining processes



Presence in the whole ore-to-metals value chain

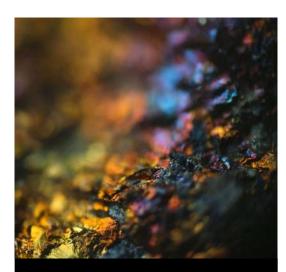


WE CREATE THE BIGGEST IMPACT THROUGH OUR CUSTOMERS



Capturing the value of ore, responsibly

Leading offering for mining and minerals processing



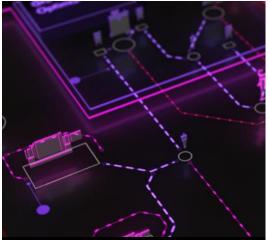
Solutions for virtually all ore types and process steps

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

Screening

Reliable solutions designed to optimize your process

Separation

Maximizing recovery throughout minerals' processing operations

Materials handling

Less maintenance, safer operations

Plant Solutions

Unmatched performance and expertise

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



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

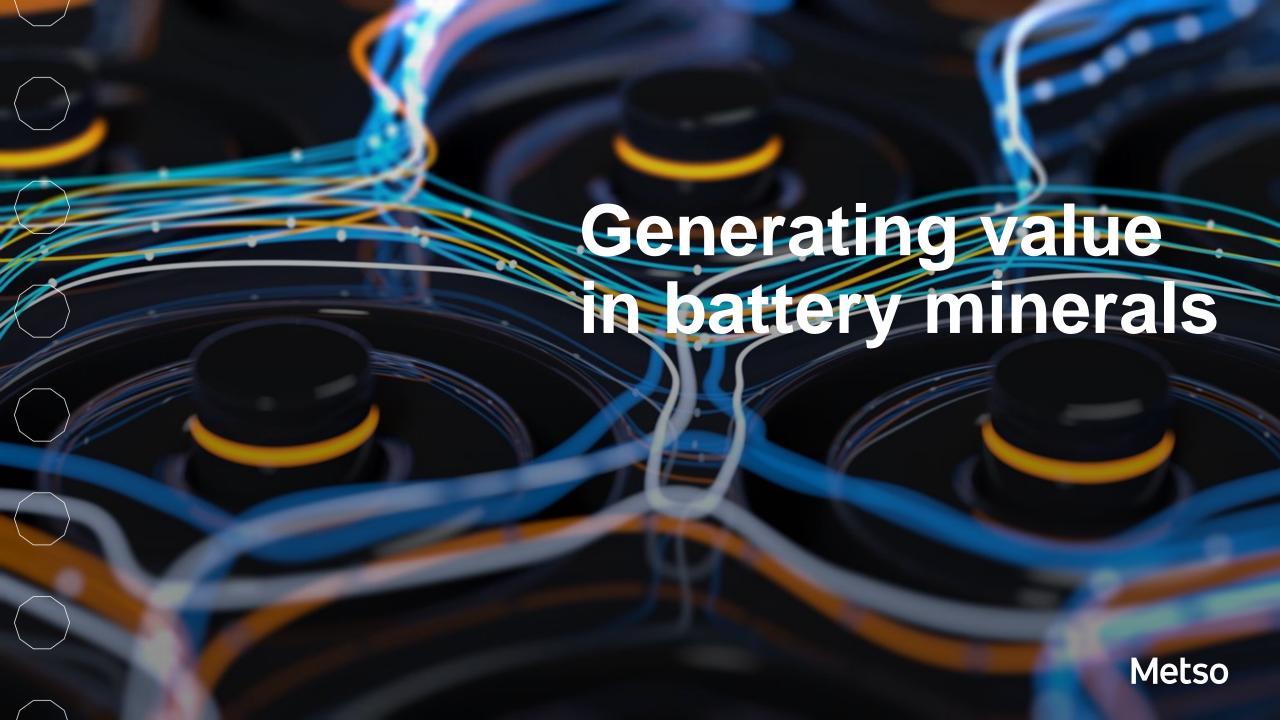


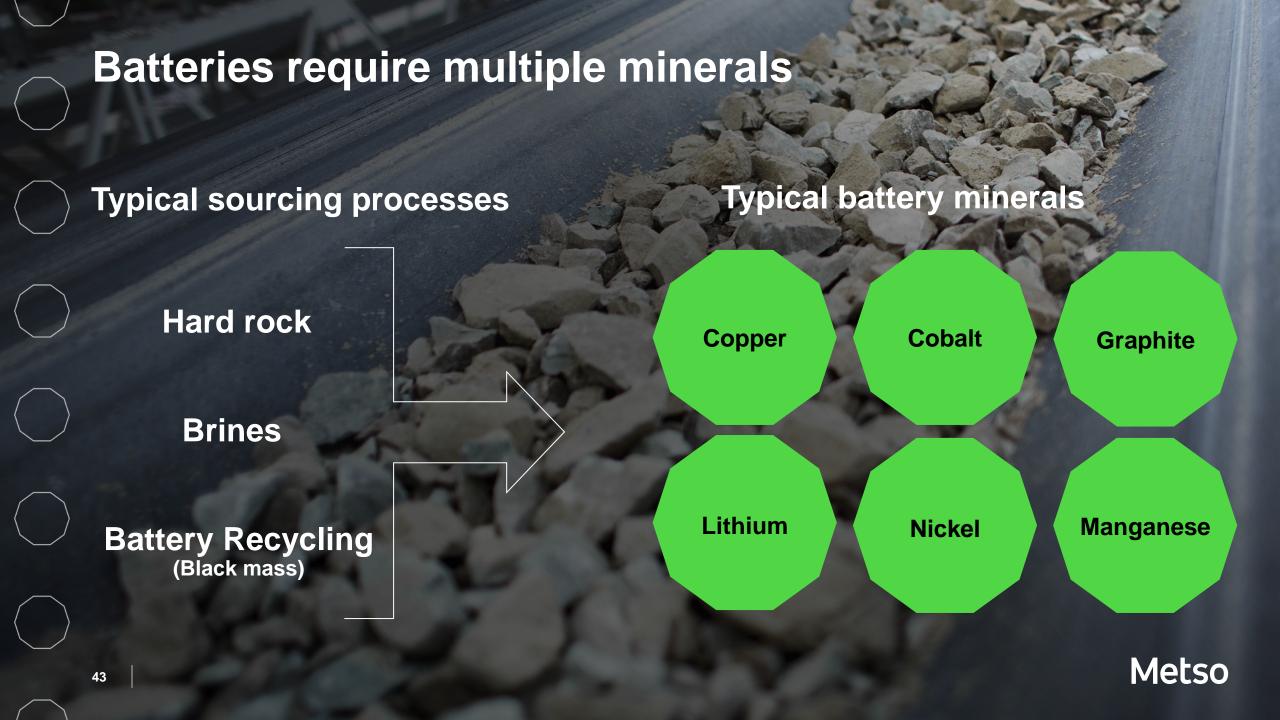
Concorde Cell™



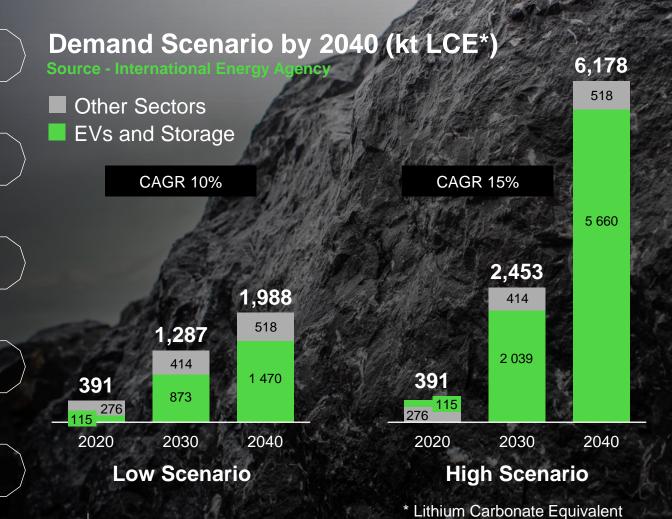
Tailings & concentrates filtration

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





Lithium is the new gasoline!



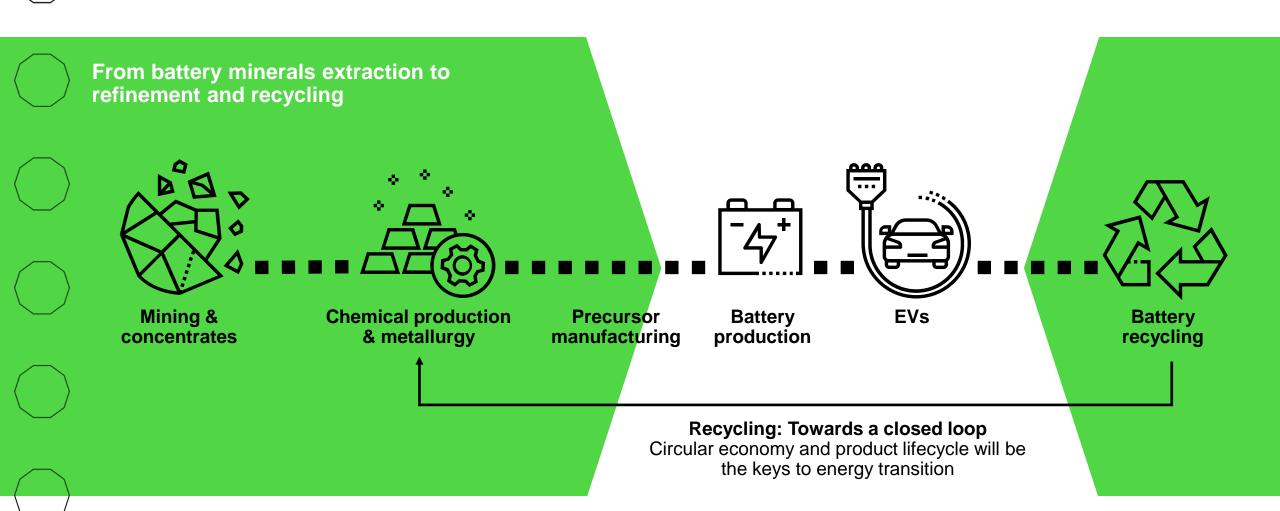
Estimates say that by 2040 demand for Lithium may grow by over

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

- Resilient tools make for more resilient plants
- 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' CO₂ emissions, e.g.

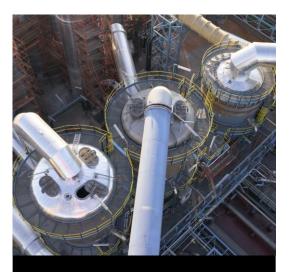
- Copper Flash SmeltingTM
- Alumina calcination
- FeCr smelting

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 metals70 Alumina Calcination andTube 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)
- Largest Sulfur Burning plant: 5,000 tpd (1.7 Mtpa)





Smelting technologies Operated by world's largest copper, nickel and ferrochrome 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



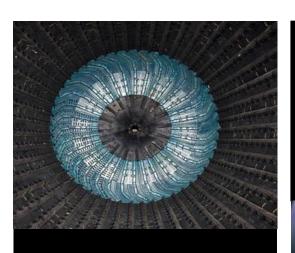
Fluid Bed >300 Fluid Bed Roasting installation incl. the largest partial roasting plant



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



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.



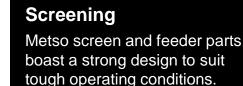


Not all spare parts are created equal



Crushing

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







Grinding

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

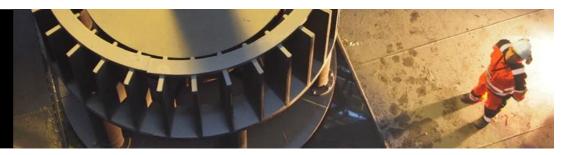


Filtration

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.



Q4/2023 and · full-year results

Metso

Q4/23 highlights



Sequentially stable market activity



Services orders and sales grew



Adj. EBITA margin improved to 16.8%



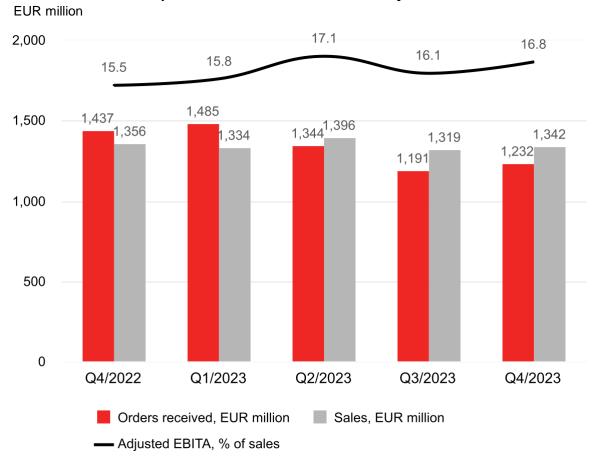
Strongest cash flow quarter



Q4/23: Strong margin in mixed market environment

			I
EUR million	Q4/2023	Q4/2022	Change %
Orders received	1,232	1,437	-14
Sales	1,342	1,356	-1
Adjusted EBITA	225	210	7
% of sales	16.8	15.5	_
Operating profit	200	183	9
% of sales	14.9	13.5	_
Earnings per share, continuing operations, EUR	0.16	0.15	7
Cash flow from operations	216	212	2

Group orders, sales and adj. EBITA





Full-year 2023: Continued performance improvement

EUR million	2023	2022	Change %
Orders received	5,252	5,623	-7
Sales	5,390	4,970	8
Adjusted EBITA	887	715	24
% of sales	16.5	14.4	_
Operating profit	805	490	64
% of sales	14.9	9.9	_
Earnings per share, continuing operations, EUR	0.65	0.39	67
Cash flow from operations	550	322	71

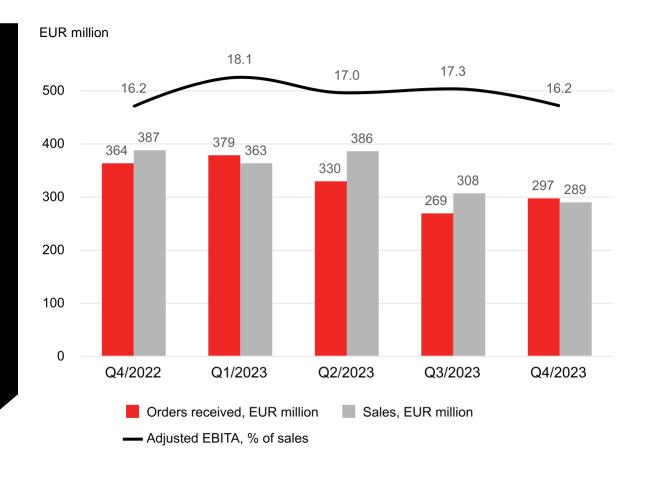
Annual profitability improvement 16.5 14.4 12.9 11.5 2020 * 2021 2022 2023 Adjusted EBITA, %

*1-6/2020 illustrative combined



Q4/23: Aggregates resilient despite softer markets

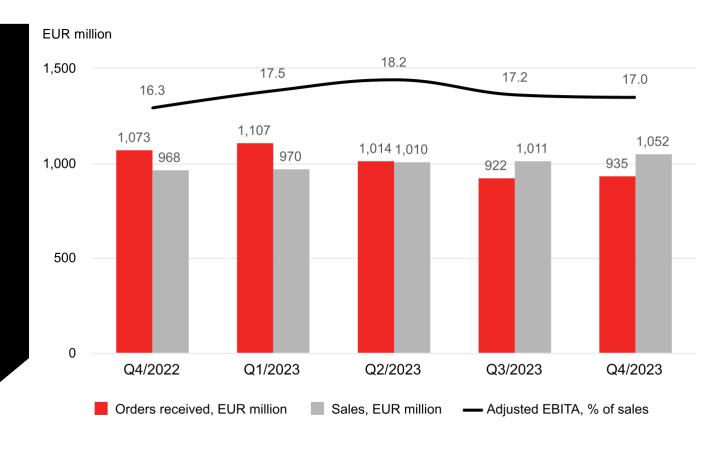
- Orders received EUR 297 million (EUR 364 million)
 - Market activity improved in late Q4
 - Equipment orders -28%, services 3%
- Sales EUR 289 million (EUR 387 million)
 - Decrease in both equipment and services
 - Services share 35% (30%)
- Adjusted EBITA EUR 47 million (EUR 63 million)
 - Margin of 16.2% (16.2%)
 - Successful cost management and sales mix





Q4/23: Minerals continued solid execution

- Orders EUR 935 million (EUR 1,073 million)
 - Equipment market similar to previous quarter
 - Services orders grew 4%
- Sales EUR 1,052 million (EUR 968 million)
 - Equipment +4%
 - Services +12%
 - Services share 62% (61%)
- Adjusted EBITA EUR 179 million (EUR 158 million)
 - Margin of 17.0% (16.3%)
 - Increased deliveries and a higher gross margin

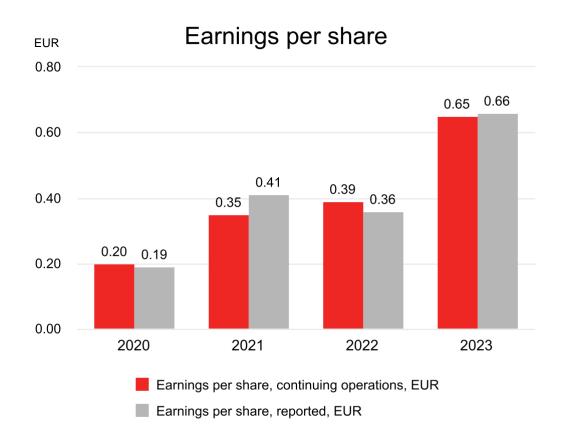




Group Income Statement

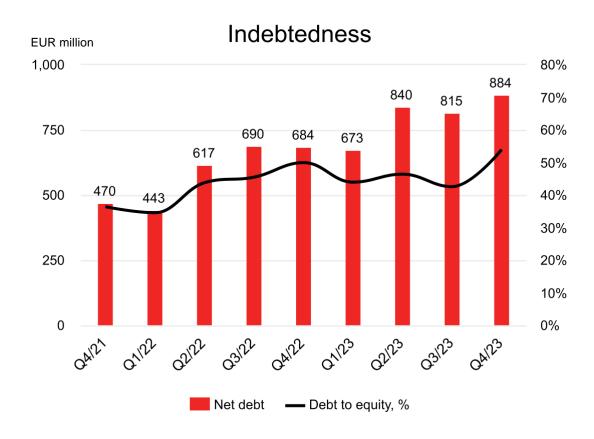
EUR million	Q4/2023	Q4/2022	Q1-Q4/2023	Q1-Q4/2022
Sales	1,342	1,356	5,390	4,970
Adj. EBITA	225	210	887	715
Adj. EBITA, %	16.8	15.5	16.5	14.4
Operating profit*	200	183	805	490
Operating profit, %	14.9	13.5	14.9	9.9
Net financial expenses	-25	-16	-80	-63
Profit before taxes	175	167	724	426
Income taxes	-45	-38	-187	-108
Profit for the period, continuing operations	130	129	537	318
Earnings per share, continuing operations, EUR*	0.16	0.15	0.65	0.39
Profit for the period	136	106	546	301

^{*}Q1-Q4/2022 including EUR 150 million non-recurring charge related to the wind down of the business in Russia.



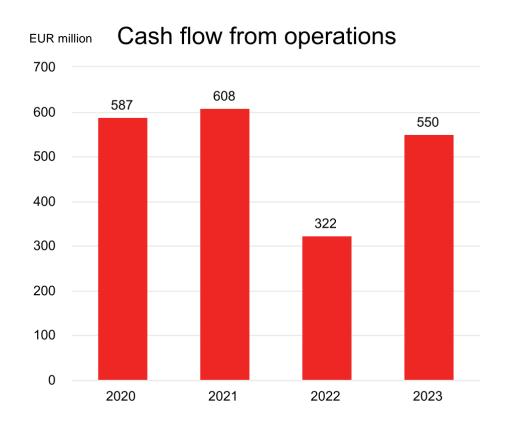
Group Balance Sheet

EUR million	Dec 31, 2023	Dec 31, 2022
Total goodwill and intangible assets	1,886	1,972
Total property, plant and equipment	472	407
Right-of-use assets	114	115
Other non-current assets	271	262
Inventories	1,951	1,846
Receivables (trade and other)	1,585	1,551
Liquid funds	638	601
Assets held for sale	238	_
TOTAL ASSETS	7,156	6,754
Total equity	2,618	2,350
Interest-bearing liabilities	1,528	1,293
Non-interest-bearing liabilities	2,841	3,111
Liabilities held for sale	169	_
TOTAL EQUITY AND LIABILITIES	7,156	6,754

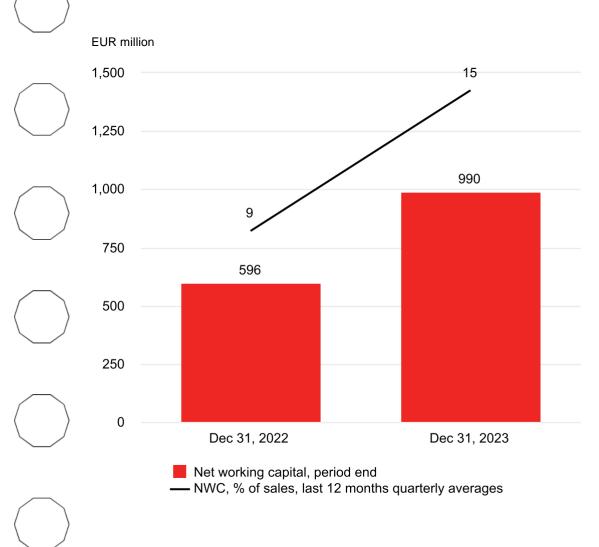


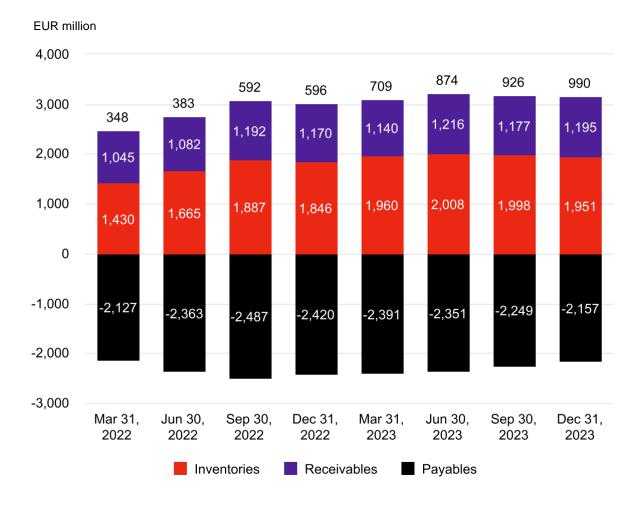
Cash flow

EUR million	Q4/2023	Q4/2022	Q1-Q4/2023	Q1-Q4/2022
Profit for the period	136	106	546	301
Adjustments:				
Depreciation and amortization	41	40	158	156
Financial expenses, net	25	16	80	63
Income taxes	54	40	199	113
Other items	39	45	15	65
Total adjustments	160	142	453	398
Change in net working capital	-80	-36	-449	-377
Net cash flow from operating activities before financial items and taxes	216	212	550	322



Net working capital









- Q4/2023 events:
 - EUR 300 million Sustainability Linked Bond
 - EUR 50 million research, development, and innovation (RDI) loan from EIB drawn
- Average interest rate of loans and derivatives 4.3%
- Ratings:
 - S&P Global: 'BBB' with stable outlook (April 24, 2023)
 - Moody's: 'Baa2' long-term rating with stable outlook (April 2021; confirmed on May 2, 2023)
- Available credit facilities:
 - EUR 600 million committed syndicated revolver
 - EUR 600 million commercial paper program

EUR million	Dec 31, 2023	Dec 31, 2022
Liquid funds	638	601
Net debt	884	684
Gearing, %	33.8	29.1
Equity-to-assets ratio, %	40.2	39.2
Debt to capital, %	35.0	33.3
Equity/share, EUR	3.16	2.84



Good progress in most sustainability KPIs in 2023

Planet Positive

sales to grow faster than overall sales

> End of 2023: EUR 1,447 million +18% y-o-y

Net zero

CO₂ emissions in own operations* by 2030

End of 2023: -73%**

Logistics CO₂ emissions
-20% by 2025

End of 2023: -7%**

Spend from suppliers with science-based emissions targets

30%
by 2025

End of 2023: 26.2%***

ON TARGET

R&D spend99.8% on projects with sustainability targets

 79% on developing new Planet Positive technologies

KPIs are calculated based on absolute figures.

ON TARGET

Around 40 energy and/or CO₂ savings projects completed

-28% from 2022

BELOW TARGET

Decline in air freight and courier emissions point to positive trend

ON TARGET

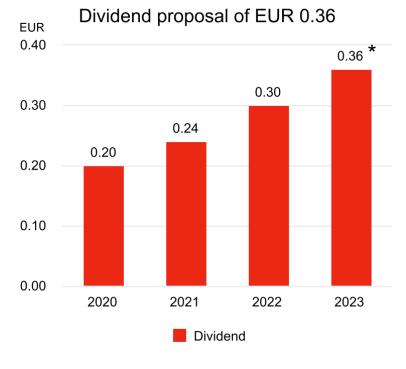
Over 160 new suppliers signed for SBTs

Over 200 new suppliers assessed on sustainability

^{*} Scope 1 and 2 **Baseline year 2019 *** of all procurement spend including suppliers that have committed to SBTs or have an alternative equivalent verifiable target defined by Metso

Increase in dividend highlights improved performance

- Proposed dividend 55% of EPS
- Two equally sized payments
- Total payout EUR 297.5 million



* Board's proposal to the AGM



Market Outlook Metso expects the market activity to remain at the current level in Minerals and improve in Aggregates. In its previously published outlook, Metso expected the market activity to remain at the current level in both Minerals and Aggregates. 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













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