STRATEGY

- Urbanization and growing middle class
- Resource efficiency imperative
- Decoupling wealth and ecological footprint
- Drive for social sustainability
- Digitalization of the world
- More volatile macro economy

Customer

Service

Delivery

Systems integration

Proprietary equipment

Technology

Sales growth

10-20%

Sustainable use of Earth's natural resources

Values

Committed to sustainability

Our people

One Outotec

Technology leadership

Cost competitiveness

Lifecycle value

Customer experience

€1bn 2017

Service growth

Avg. 10%

Operating profit
Global megatrends create opportunities for Outotec

- Growing demand for minerals and metals
- Maximized recovery through advanced processing technologies, recycling and processing of tailings and waste
- Advanced solutions for emission reduction, water treatment and recycling, efficient use of biomass and waste
- Health, safety and social responsibility for employees, customers and the local community; emerging economies take actions to secure resource access
- Digitalization, automation and systems integration offer new possibilities to capture value on Outotec’s unique process technologies
- Diversifying business portfolio, scalable and adaptive operating model
Strategic programs to implement strategy

- Customer centricity and delivery excellence
- Strengthening earnings logic to capture more value on Outotec’s unique technologies
- Creating leading technologies to ensure leadership
- Increased product competitiveness
- Competitive supply base
- Efficiency improvement program
- Common business processes and tools
- Professional growth and global presence
Strategic intent and focus in the value chain

The leading provider of sustainable minerals and metals processing solutions...

Minerals processing

Sustainable end-to-end solutions from feasibility studies to complete plants and life cycle services for virtually all ore types

Refining

Extensive range of sustainable process solutions for virtually all types of ores and concentrates and sulfuric acid, turn-key delivery and life cycle services

Industrial water treatment

Solutions to produce water that meets environmental discharge standards, maximize water recycling and reduce water and energy consumption

Energy

Innovative solutions for biomass, coal, sludge, agricultural and industrial by-products, sorted waste, as well as oil winning from oil shale and phosphorus recycling from sewage sludge ashes

Leadership in technology
Long-term customer relationships with the industry’s top companies

In 2012, top ten customers accounted for 35% (2011: 30%) of sales. Companies building their first plant/process accounted for less than 5% of the backlog.

<table>
<thead>
<tr>
<th>Selected reference customers of Outotec</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Major global mining companies</strong></td>
</tr>
<tr>
<td>BHP Billiton</td>
</tr>
<tr>
<td>RIO TINTO</td>
</tr>
<tr>
<td>Glencore/Xstrata</td>
</tr>
<tr>
<td>VALE</td>
</tr>
<tr>
<td>BARRICK</td>
</tr>
<tr>
<td>Norilsk Nickel</td>
</tr>
<tr>
<td>AngloAmerican</td>
</tr>
<tr>
<td><strong>Intermediate sized companies</strong></td>
</tr>
<tr>
<td>Boliden</td>
</tr>
<tr>
<td>ENRC</td>
</tr>
<tr>
<td>First Quantum Minerals Ltd.</td>
</tr>
<tr>
<td>Votorantim</td>
</tr>
<tr>
<td>LKAB</td>
</tr>
<tr>
<td>KGHM</td>
</tr>
<tr>
<td>**Local mining and metallurgical</td>
</tr>
<tr>
<td>companies in emerging regions**</td>
</tr>
<tr>
<td>Vedanta</td>
</tr>
<tr>
<td>Erdener</td>
</tr>
<tr>
<td>PETROPAVLOVSK</td>
</tr>
<tr>
<td>antam</td>
</tr>
<tr>
<td>Ma’aden</td>
</tr>
<tr>
<td>Kazakhmys</td>
</tr>
<tr>
<td>Xianggang Copper Co., Ltd.</td>
</tr>
</tbody>
</table>
Outotec is seeking to grow in three dimensions

- Strengthening earnings logic on leading technology
- Expanding to Energy and Water
- CORE: Process technology leadership

Strengthening geographic presence

- Current metals and minerals
- IWT
- Energy

Service
Delivery
Systems integration
Proprietary equipment
Technology
Market outlook for minerals and metals industries poses short-term challenges

Capex including Outotec’s addressable market for iron ore, copper, gold, alumina, aluminum, nickel, lead and zinc. OPEX includes spares, wears and labor.
Increasing value capture of the industry CAPEX and OPEX by strengthening our earnings logic

Value capture by
- Offering our industry benchmark process and plant solutions
- Leveraging our unique capability to give process guarantees and deliver turnkey solutions with predictable performance, time and total cost
- Growing service business through further penetration to installed base and expanding service offerings

Best ROI with minimized ecological impact

A life cycle solution partner for our customers

Larger scopes

More Opex
Strengthening geographical presence: global mining projects pipeline is strong

Source: Raw Materials Group, 2013
Mining projects in Americas

- Top commodities in Outotec’s sales funnel: Cu, Fe, Au
- North Americas offers opportunities to increase market share

North America
EUR 201.3 million*)

South America
EUR 544.7 million*)

37% of prospects
36% of sales*)

Outotec sales by destination in 2012

<table>
<thead>
<tr>
<th>Commodity</th>
<th>Projects</th>
<th>Brownfield</th>
<th>Greenfield</th>
</tr>
</thead>
<tbody>
<tr>
<td>All commodities</td>
<td>863</td>
<td>266</td>
<td></td>
</tr>
<tr>
<td>Gold</td>
<td>388</td>
<td></td>
<td>91</td>
</tr>
<tr>
<td>Copper</td>
<td>190</td>
<td></td>
<td>51</td>
</tr>
<tr>
<td>Iron Ore</td>
<td>81</td>
<td></td>
<td>31</td>
</tr>
</tbody>
</table>

Source: Raw materials Group, 2013

*) Outotec sales by destination in 2012
Mining projects in EMEA

41% of prospects

45% of sales*)

Europe (incl. CIS), Middle East, North Africa
EUR 694.5 million*)

Sub-Saharan Africa
EUR 256.6 million*)

- Top commodities in Outotec’s sales funnel: Fe, Cu, Ni
- Large installed base offers service opportunities

*) Outotec sales by destination in 2012

Source: Raw materials Group, 2013
Mining projects in APAC

- Top commodities in Outotec’s sales funnel: Fe, Cu, Ni
- South East Asia is an important growth area

*) Outotec sales by destination in 2012

Source: Raw materials Group, 2013
Expanding to Energy and Water

Energy and environmental solutions (incl. water, sulfuric acid and off-gas) accounted for 14% of sales in 2012 (2011: 11%).

### Industrial water treatment

<table>
<thead>
<tr>
<th>Area</th>
<th>Market 2012, EUR bn</th>
<th>Outotec’s focus area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other</td>
<td>29 (88%)</td>
<td>4 (12%)</td>
</tr>
</tbody>
</table>

Focus area includes: Mining, metals and chemicals

Source: McKinsey

### Renewable energy investments

<table>
<thead>
<tr>
<th>Area</th>
<th>Market 2012, EUR bn</th>
<th>Outotec’s focus area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other</td>
<td>108 (95%)</td>
<td>6 (5%)</td>
</tr>
</tbody>
</table>

Focus area includes: Biomass and waste-to-energy

Source: Bloomberg/UNEP
Outotec’s new operating model is driving growth

Customers

Regions drive growth in geographical dimension

Business areas drive growth through life cycle offerings and expanding business portfolio to new areas

*) IFRS 8 Reporting segments starting July 1, 2013

Americas

EMEA

APAC

MINERALS PROCESSING*)
Concentrators
Comminution
Flotation
Dewatering
Services
Operation & maintenance

METALS, ENERGY & WATER*)
Non-ferrous metals
Ferrous metals and ferroalloys
Light metals
Renewable & alternative energy
Water treatment
Services
Operation & maintenance

*) IFRS 8 Reporting segments starting July 1, 2013
Growth and profitability levers going forward

Growth drivers
- Current revenues
- Process islands and plant solutions
- Service
- Energy & IWT
- Target

Profitability drivers
- Improved product mix
- Value pricing
- Design-to-Cost
- Supply savings
- Cost inflation
- Pricing pressure
- R&D investment
Service sales growth through increasing the share of O&M and expert services

- Service sales target EUR 1bn by 2017
- Growth from all service offerings
- Personnel estimated to increase in line with service sales growth as the share of more labor-intensive services will grow
Acquisitions – boosting organic growth

**Strategic fit:**
- Service, technology, energy, IWT

**Valuation:**
- Creditive to long-term financial targets

**Size:**
- Mainly bolt-on, private companies

**Returns:**
- Sales synergies, accelerated time-to-market

**Track record:**
- 14 acquisitions since 2008

**Pipeline:**
- Good M&A opportunities in all target areas
Summary

2014 will be a challenging year due to the contraction of the mining Capex market.

Market drivers provide good mid-to-long term growth opportunities for Outotec as a leading process technology company.

Key dimensions of growth are:
- Strengthening earnings logic on leading technology
- Expanding to Energy and Water
- Strengthening geographical presence

2014 guidance will be provided when reporting 2013 results on Feb 7.