



# Outokumpu – the global leader in sustainable stainless steel

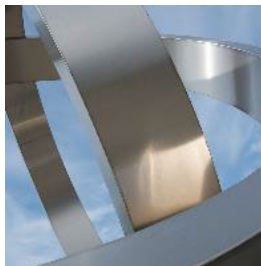
Investor presentation 2025

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  - Stainless steel is a healthy market
  - Well defined, three-phase strategy
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# Focus on long-term value creation and shareholder returns



## Stainless steel is a healthy market

Stainless steel is a light, strong and endlessly recyclable material for the increasing needs of the modern world.



## Well defined, three-phase strategy

We focus on strengthening the core by maximizing value from sustainability, cost and market leadership.



## Improved financial and risk profile

We have improved profit generation, strong balance sheet and enhanced downturn resilience.



## Industry leader in sustainability

We are the only stainless steel company with an approved 1.5 C Science Based Target and 91% of our sales are EU-taxonomy eligible and aligned.



## Market and cost leader in stainless sector

We are well positioned as the market leader in advanced products and cost leader in high-volume products.



## Stable shareholder returns

We are back returning cash to shareholders via stable and growing dividend.

# We are the global leader in sustainable stainless steel

## Outokumpu's year 2024

Sales

**5.9**

EUR billion

Stainless steel deliveries

**1.8**

million tonnes

Adjusted EBITDA

**177**

EUR million

**95%**

Record-high recycled material content in production

**#1** market position in Europe

**#2** market position in North America



Product line with up to 93% lower carbon footprint than global average

## Outokumpu's core business is stainless steel flat products and ferrochrome

Slab



Coil

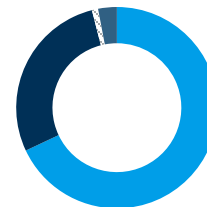


Ferrochrome



## Three business areas





Sales split



# Solid presence in key regions and a fully integrated production asset base starting from our own chrome mine

## Production capacity 1,000 tonnes

	Finland	Sweden	Germany	USA	Mexico	Total
<b>Melting capacity</b>	1,450	450		900		<b>2,800</b>
<b>Hot rolling capacity</b>	1,450	900		870*		
<b>Finishing capacity</b>						
Cold rolling	750	130	450	350	250	
Hot white band	150	120		150		
<b>Ferrochrome production</b>	530					<b>530</b>

-  Headquarters in Helsinki, Finland
-  Integrated melt shop, hot and cold rolling
-  Other mills
-  Chrome mine

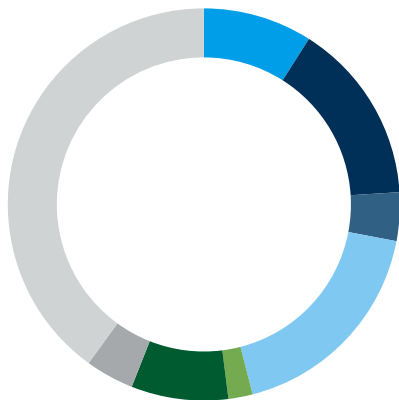


# Global customer base and a wide product portfolio: both high-value and standard stainless steel production

## Sales in 2024 per customer segment

Wide customer base consisting of both end-customers and distributors

Appliances	9%
Automotive	15%
Architecture, building & construction	4%
Metal processing & tubes	18%
Chemical, petrochemical	2%
Heavy industries	8%
Other operations	4%
Distributors	40%



### Standard stainless steel

For demanding needs

Versatile stainless steels with good combination of properties for wide range of applications.

→ *Standard stainless steel is used for example in automotive, appliances and consumer durables*



### Specialty stainless steel & alloys

For even more specific and demanding needs

Applications which require special features, such as high resistance to stress, corrosion, cracking and/or strength.

→ *Specialty stainless steel is used for example in process industry, construction, oil and gas industry*

# We are accelerating green transition across the value chain



**Our ambition in sustainability has been globally recognized**

April 2025



# Business area Europe

- Market position **#1**, market share **31%**
- Production facilities: Finland, Sweden and Germany
- Largest customer segments: distributors, metal processing and tubes, automotive, consumer goods
- Business area Europe sold around 60% sold directly to end-user customers, and remaining 40% to distributors
- Main competitors: Aperam, Acerinox, Acciai Special Terni

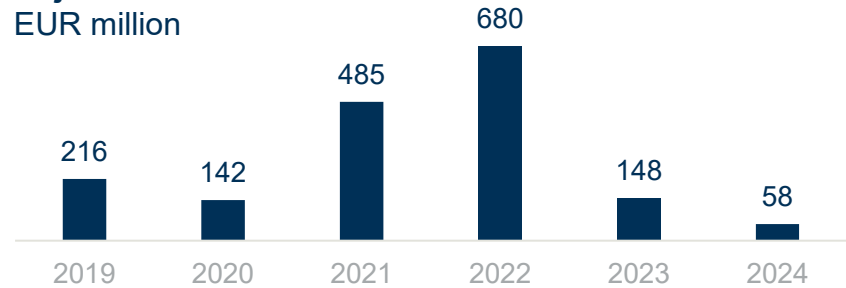


## Lowest carbon footprint in the industry

75% smaller carbon footprint than the global average. Circle Green® product with up to 93% lower carbon footprint compared to the global industry average\*

\*) Global average CO<sub>2</sub> emissions (2024): 7 kg CO<sub>2</sub>e per kg of stainless steel (Outokumpu's calculation based on data provided by CRU and worldstainless). Outokumpu Circle Green CO<sub>2</sub> emissions: down to 0.5 kg CO<sub>2</sub>e per kg of stainless steel.

## Adjusted EBITDA EUR million



## Stainless steel deliveries 1,000 tonnes



# Business area Americas

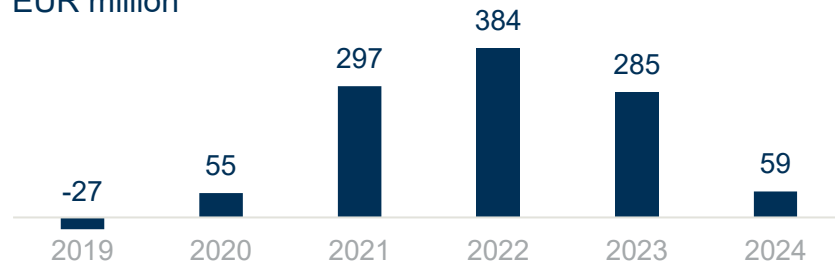
- Market position **#2**, market share **23%**
- Production facilities: Alabama, the U.S. and Mexico
- Largest customer segments: mainly distributors (~70%), appliances, automotive, pipes and tubes
- Main competitors: NAS, Cleveland Cliffs (AK), ATI



## The industry's most comprehensive technical expertise

With a growing portfolio of both austenitic and ferritic grades from our mill in Calvert, Alabama, and our stainless steel finishing mill in San Luis Potosí, Mexico, business area Americas is well-positioned to serve the expanding needs of the Americas' market.

## Adjusted EBITDA EUR million



## Stainless steel deliveries 1,000 tonnes



# Business area Ferrochrome

- Production facilities: Finland
- Our in-house ferrochrome mine in Kemi is a unique asset – only chrome mine in the EU area
- Outokumpu consumes majority of the ferrochrome produced internally at own mills
- The integrated ferrochrome and stainless steel mills at our Tornio site bring considerable efficiency advantages
- Main competitors: Glencore, Samancor, ERG



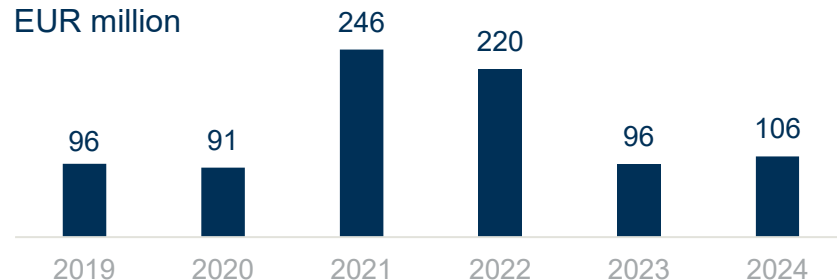
## Low-carbon ferrochrome production

Ferrochrome is a crucial raw material in the production of stainless steel.

The carbon footprint of our ferrochrome is 67% smaller than the global average – this is a significant driver for the low carbon footprint of our stainless steel.

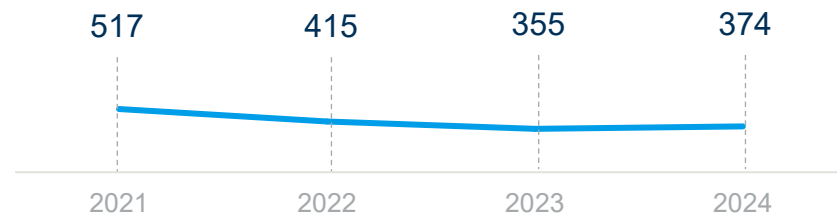
## Adjusted EBITDA

EUR million



## Ferrochrome deliveries

1,00 tonnes



# Own chrome mine is a unique asset and a competitive advantage for Outokumpu



Outokumpu's chrome mine in Kemi and ferrochrome operations in Tornio, Finland.

- Ferrochrome makes stainless steel stainless (on average 18% chrome content)
- The only chrome mine in the EU area, making Outokumpu well positioned with regards to Carbon Border Adjustment Mechanism (CBAM)
- We are the largest ferrochrome producer in the western world
- Fully integrated ferrochrome and stainless steel operations in Finland provide several cost and operational benefits
- Mineral reserves at the Kemi mine increased by 95%, ore availability ensured until 2050's without any major investments
- Kemi mine to become the first carbon-neutral mine in the world by 2025

# Climate ambitions accelerate demand growth for low-emission stainless steel

Global megatrends increasing demand



Climate change  
& limited resources

- Energy investments
- Resource efficiency

Regulation such as carbon emission trading scheme increasing climate actions

**Outokumpu uniquely positioned to benefit from Carbon Border Adjustment Mechanism (CBAM)**

Sustainable  
urbanization

- Infrastructure
- Traffic, trains & bridges
- Mobility

Clean investments driving demand for low-carbon steel

**Global spending \$1.8 trillion\***

\*[Bloomberg](#), 2024

Increasing  
population

- Health care
- Clean water
- Appliances

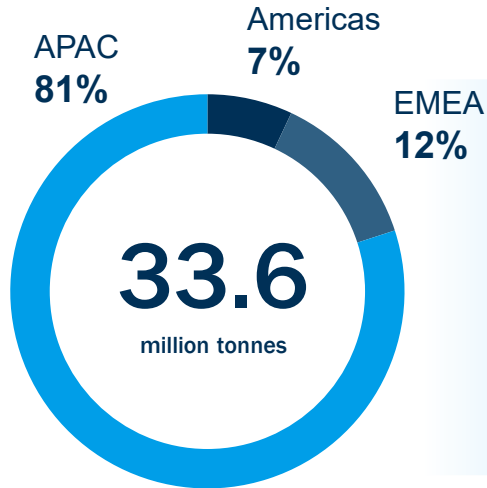
Growing end-customer needs representing opportunities to create value

**+25–35% low-emission stainless steel demand by 2030 in Europe\*\***

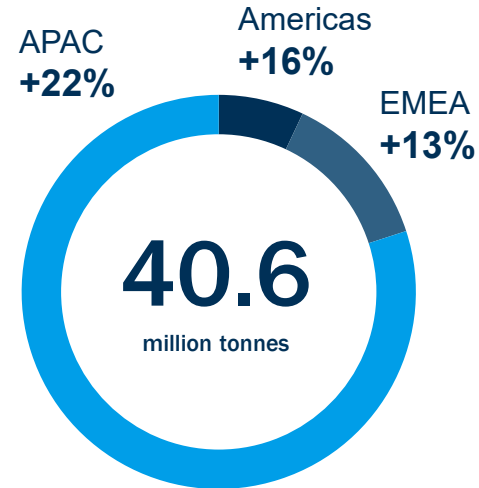
\*\*Calculation based on the assumptions behind carbon steel and the consumption of stainless

# Demand for stainless steel expected to grow

## Global stainless steel flat products' demand\* in 2024



## Expected stainless steel flat products' demand\* in 2029



+21%

Source: Source: CRU Stainless Steel Flat Products Market Outlook Feb 2025 | \* Demand refers to Apparent Consumption (= Production + Imports – Exports), Cold Rolled Flat Products

## Phase 1: 2021–2022

### De-risking the company and strengthening balance sheet

- Key priorities: commercial excellence, cost and capital discipline and lean and agile organization
- De-risking of the company succeeded ahead of schedule
- Both financial targets achieved, EUR 250 million EBITDA run-rate improvement and net debt to EBITDA ratio to below 3.0.
- Significantly improved resilience, providing a strong foundation going forward, in all market conditions

## WHERE WE ARE NOW:

## Phase 2: 2023–2025

### Strengthening the core of the company

- Key priorities: Sustainability, growth from productivity and customer-focused steering
- Aim to reduce CO<sub>2</sub> emissions by 14% in line with our SBTi 1.5- degree climate target.
- BA Europe: aim to strengthen cost leadership in high-volume stainless steel products and global market leadership in advanced products, and to increase capacity by 100kt
- BA Americas: Focus on sustaining the high profitability levels, and increasing cold rolling capacity by 80kt
- BA Ferrochrome: Focus on carbon neutrality

## Phase 3: 2026–

### Next steps - Third phase of the strategy 2026 onwards

- Focus will be in strengthening our market position further and developing more globally diversified operations
- Three focus areas: Americas expansion, European competitiveness, value-chain integration, and sustainability leadership along with the possible biocoke investment.
- Investments most likely required

# Strategy phase 2: profit improvement actions progressing well, capex cut to EUR 160 million for year 2025

## Financial targets for 2023-2025

EBITDA run-rate improvement

**350**

EUR million

Net debt to adjusted EBITDA

**<1.0x**

in normal market conditions

CAPEX

**600**

EUR million

Aim to pay a stable and growing dividend according to dividend policy

## Situation at the end of 2024

EBITDA run-rate improvement

**287**

EUR million

Net debt to adjusted EBITDA

**1.1x**

CAPEX in 2023-2024

**386**

EUR million

CAPEX for year 2025 cut to

**160**

EUR million

Dividend for year 2024

**0.26**

EUR per share

# Strategy phase 3: preparations ongoing– more to be disclosed in our next Capital Markets Day in June

## OUR PURPOSE

We are working towards a world that lasts forever.

### Phase 1: 2021–2022

Strengthen the balance sheet

Margin improvement and de-leveraging the balance sheet

### Phase 2: 2023–2025

Strengthen the core

Targeted productivity investments to improve margins. Additional investment to improve sustainability

Capital discipline and strong shareholder returns

Sustainability

### Phase 3: 2026

Strong sustained performance

Aim to strengthen market position further and develop more globally diversified operations

# Sustainability at the core of our strategy



## Climate

Commitment to reduce emission intensity across Scope 1, 2 and 3 by 42% by 2030\*.



## Circularity

Target to achieve over 90% recycled material content.



## People & safety

Long-term vision of zero accidents. Minimum of 30% of diverse leaders in all international management teams by the end of 2025.



## Supply chain sustainability

We are committed to the UN Guiding Principles on Business and Human rights.



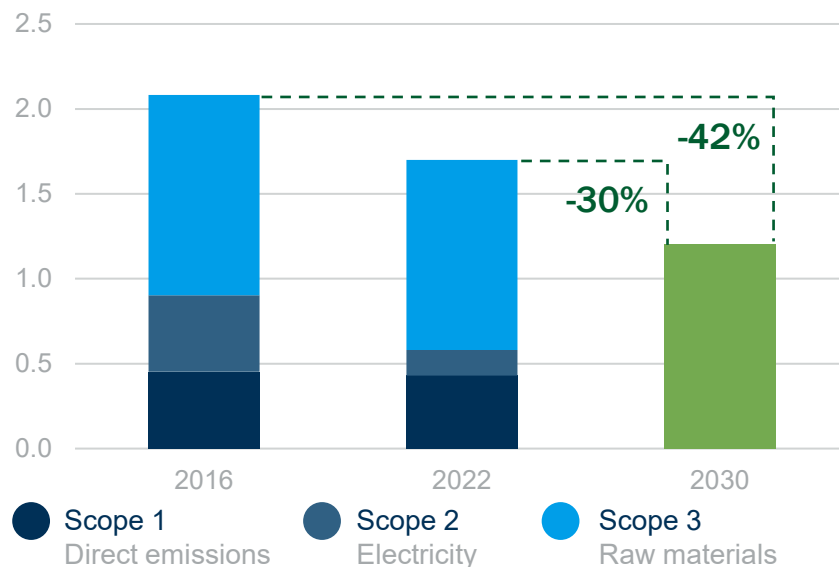
We are committed to the United Nations' Sustainable Development Goals



# We accelerate green transition with low-emission stainless steel and continue to decarbonize our value chain with our partners

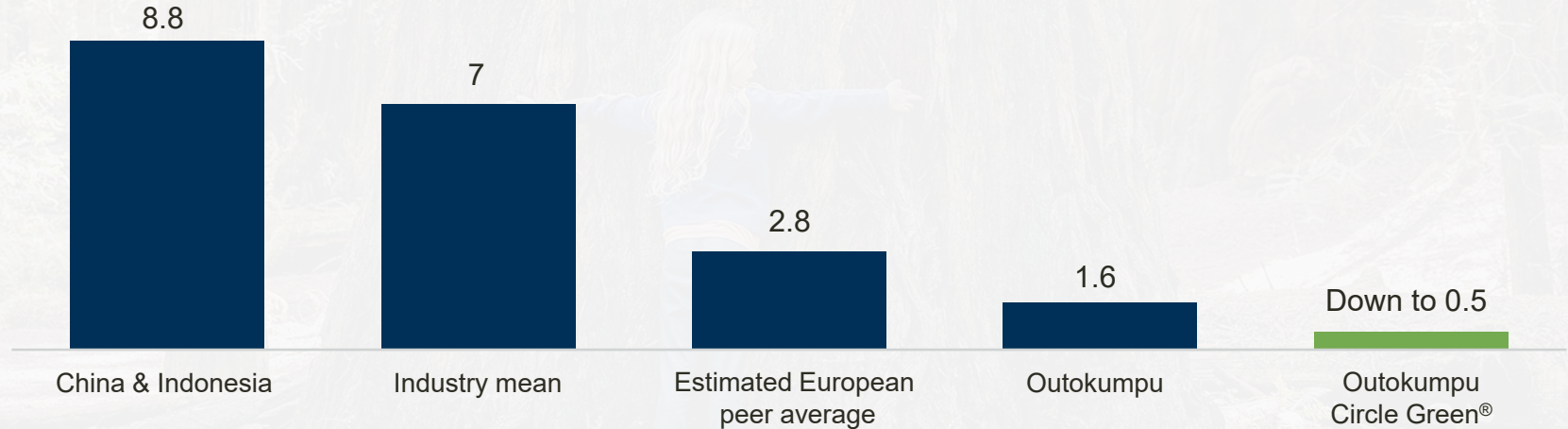
- 93% of Outokumpu's sales in 2024 is both eligible and aligned with the EU taxonomy
- Outokumpu has a sufficient amount of carbon allowances until the end of the decade assuming that the planned emission reductions realize according to plans
- We are well positioned within Carbon Border Adjustment Mechanism (CBAM) due to low stainless steel carbon footprint and the only chrome mine within EU area with a low carbon footprint

**Emission intensity**  
(tCO<sub>2-eq</sub>/t of stainless steel)



# We support our customers to reduce their emissions with the lowest carbon footprint in the industry

Product carbon footprints (tCO<sub>2</sub>-eq/t of stainless steel)\*



Outokumpu's average product carbon footprint (2024): 1.6 kg CO<sub>2</sub>e per kg of stainless steel based on lifecycle assessment including all greenhouse gas emissions. Global average carbon footprint of stainless steel: (2024): 7 kg CO<sub>2</sub>e per kg of stainless steel (Outokumpu's calculation based on data provided by CRU, worldstainless, and Kobilde & Partners AB)

# Our starting point for emission reductions

## Emissions per scope in 2024

### Scope 1

Total: 990 ktCO<sub>2</sub>

14%

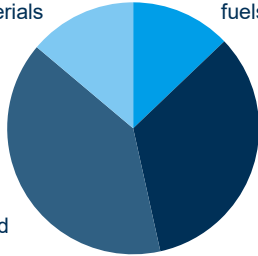
Direct emissions from raw materials

13%

Propane and other fuels

40%

Coke and internal CO gas



34%

Natural gas

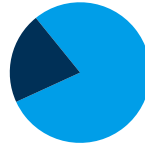
Addressing coke and fuel use has a significant impact on Scope 1 emissions, which constituted 30% of our emissions.

### Scope 2

Total: 365 ktCO<sub>2</sub>

21%

Heat



79%

Electricity

Absolute emissions have been significantly reduced by increasing the share of low-carbon electricity up to 84% of our electricity consumed. Scope 2 emissions constitute 10% of our emissions.

### Scope 3

Total: 2,347 ktCO<sub>2</sub>

12%

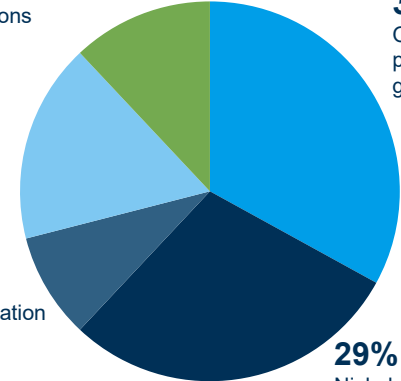
Other value chain emissions

17%

Lime

9%

Transportation



33%

Other purchased goods

29%

Nickel

Approximately one third of our value chain emissions come from production of nickel. Scope 3 emissions constitute 60% of our emissions.

# Outokumpu's sustainability progress

## Environment

Stainless steel production requires significant amounts of energy and raw materials. By embedding circular economy into the business model and committing to keeping global warming below 1.5 degrees, Outokumpu is offering stainless steel with up to 75% lower carbon footprint.

**32%**

Emission intensity reduced by from 2016 to 2024

**95%**

Recycled material content

## Social

Outokumpu invests to high safety standards to prevent hazardous working conditions. By promoting diversity, equity and inclusion, we foster innovation and talent attraction. Outokumpu also develops its work on human rights and environment in its own operations and across the value chain.

**1.5**

total incident frequency rate is an industry-leading low level

**Women's  
0.996€ =  
men's 1€**

Improving pay equity

## Governance

Outokumpu is committed to conducting business with high integrity and fostering a corporate culture that is anchored in ethical and responsible business practices. Outokumpu also expects its business partners to follow similar ethical standards as Outokumpu.

**97%**

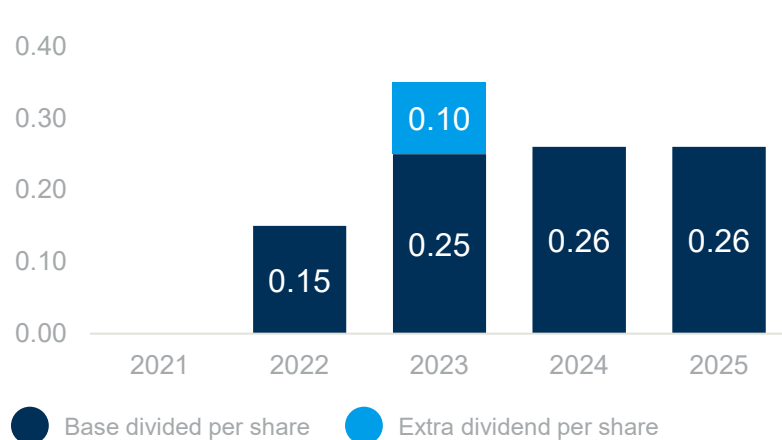
completed the new Code of Conduct e-learning

Renewal and launch of other ethics and compliance e-learning

## Strong commitment to paying a stable and growing dividend in line with our dividend policy

### Dividend per share, EUR

Year of dividend payment

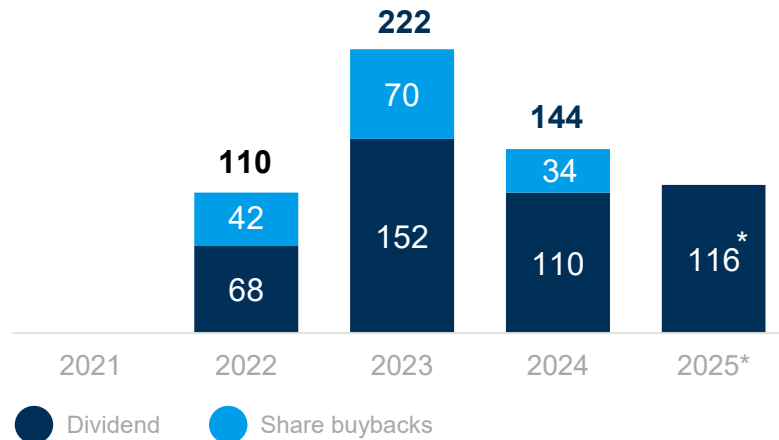


## Share buybacks are another tool to return capital to the shareholders

31 million shares repurchased in 2022–2024 to manage the dilutive impact from the convertible bond

### Capital returns

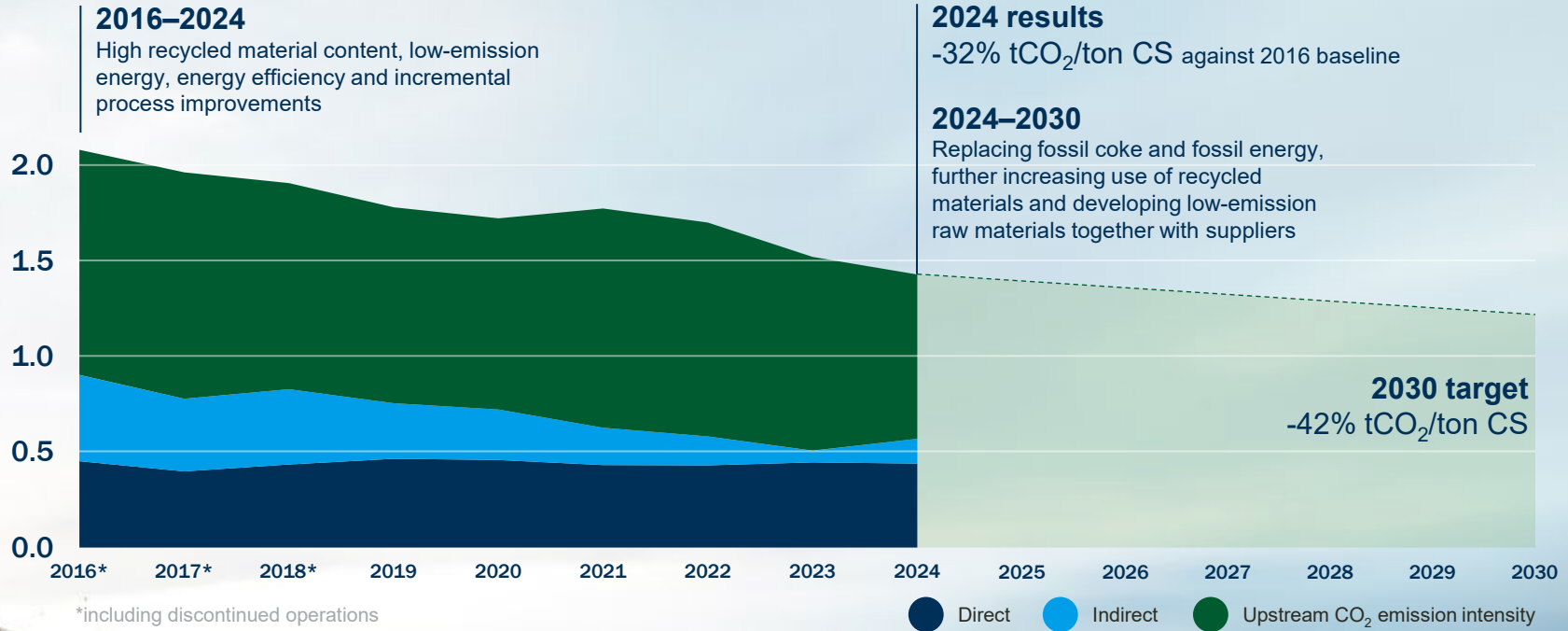
EUR million



outokumpu



# Continue our climate strategy to further reduce our emissions aligned with 1.5 degrees – circularity and innovation at the core





## Partnering with customers in sustainability to reduce emissions from the stainless steel industry

“As industries around the world look to reduce carbon emissions to reach ambitious net-zero targets, sustainable steel has a huge potential. In Outokumpu we have found an organization dedicated to accelerating the industrial decarbonization of stainless-steel production.”

**Stephan May**

CEO of Electrification and Automation at Siemens Smart Infrastructure

FISKARS  
EST. GROUP 1649



Fissler

PUREM  
by Eberspächer



thyssenkrupp

BOYSEN  
INNOVATIONEN ABGASTECHNOLOGIE

STAHLKREBS  
our steel. YOUR BUSINESS.

STALB

klöckner & co

SIEMENS

SVERDRUP  
STEEL

ALFA  
LAVALE

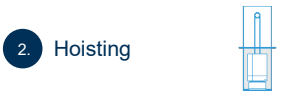
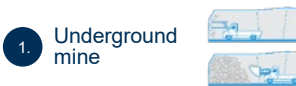


HH  
STAINLESS  
A MEMBER OF THE GROUP

NORDIC STEEL  
part of great solutions

# How is cold rolled stainless coil produced at Outokumpu?

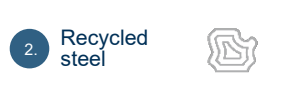
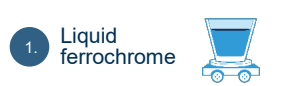
## Kemi mine



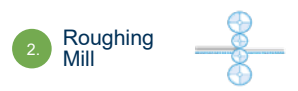
## Ferrochrome works



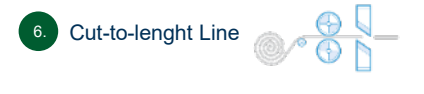
## Steel melting shop



## Hot rolling mill



## Cold rolling plant



# Appendix

## Latest financial materials and presentations

<https://www.outokumpu.com/en/investors/materials>

## Latest CEO's review

<https://www.outokumpu.com/en/investors/outokumpu-as-an-investment/ceos-review>

## Latest outlook

<https://www.outokumpu.com/en/investors/outokumpu-as-an-investment/outlook-and-risks>

## Major shareholders and ownership structure

<https://www.outokumpu.com/en/investors/outokumpu-share/shareholders>

## Financing and credit information

<https://www.outokumpu.com/en/investors/financing-and-credit-information>

## Sustainability data tool

<https://www.outokumpu.com/en/sustainability/reporting-and-data/sustainability-data>

## Board of Directors

<https://www.outokumpu.com/en/about-outokumpu/organization/board-of-directors>

## Outokumpu Leadership Team

<https://www.outokumpu.com/en/about-outokumpu/organization/leadership-team>

# Contacts

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