Financial Statements
2018
CEO Roeland Baan
CFO Chris de la Camp
February 7, 2019
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Speakers

Roeland Baan  
President & CEO

Chris de la Camp  
CFO

Tommi Järvenpää  
Vice President, Investor Relations
OUR VISION

Best value creator in stainless steel by 2020 through customer orientation and efficiency

Adjusted EBITDA of €750 million

ROCE of 12%

Gearing of <35%
Progress in 2018 overshadowed by exceptional market environment

Group adjusted EBITDA, EUR million

Adjusted EBITDA year-on-year comparison\(^1\), EUR million

- Higher electrode, other input and US truck freight costs partly offset by improved cost efficiency
- Significantly lower European base prices compensated by higher base prices in the US and richer product mix

1) Indicative columns based on management estimates
Unstable markets and substantially higher input costs reflected in the results

Adjusted EBITDA, € million

Europe
- 2015: 203
- 2016: 295
- 2017: 404
- 2018: 248

Americas
- 2015: -120
- 2016: -27
- 2017: 21
- 2018: -5

Long Products
- 2015: 10
- 2016: 16
- 2017: 25
- 2018: -1

Ferrochrome
- 2015: 107
- 2016: 80
- 2017: 217
- 2018: 210
Historically low base prices in Europe

European average base price, EUR/tonne

<table>
<thead>
<tr>
<th>Year</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Price</td>
<td>1,123</td>
<td>903*</td>
</tr>
<tr>
<td>Change</td>
<td>-19.6%</td>
<td></td>
</tr>
</tbody>
</table>

US average base price, USD/tonne

<table>
<thead>
<tr>
<th>Year</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Price</td>
<td>1,374</td>
<td>1,464</td>
</tr>
<tr>
<td>Change</td>
<td>+6.6%</td>
<td></td>
</tr>
</tbody>
</table>

Nickel price, USD/tonne

<table>
<thead>
<tr>
<th>Year</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Price</td>
<td>10,411</td>
<td>13,133</td>
</tr>
<tr>
<td>Change</td>
<td>+26.1%</td>
<td></td>
</tr>
</tbody>
</table>

Ferrochrome price, USD/lb

<table>
<thead>
<tr>
<th>Year</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Price</td>
<td>1.42</td>
<td>1.31</td>
</tr>
<tr>
<td>Change</td>
<td>-8.1%</td>
<td></td>
</tr>
</tbody>
</table>

* According to the CRU, they have been no longer able to accurately assess base prices from June 2018 onwards. Subsequently, the reported base price value is derived from effective prices and the published alloy surcharges.
High import pressure in Europe...

Third-country cold rolled imports into Europe, 1,000 tonnes

Third-country cold rolled imports into the US, 1,000 tonnes

1. Cold rolled, monthly average. Source: Eurofer, January 2019 (Q4'18 based on Oct-Nov actuals and Dec forecast)
2. Cold rolled, monthly average. Source: Foreign Trade Statistics, American Iron & Steel Institute, Oct 2018 (Q4'18 based on Oct actual figures & Nov-Dec forecast)
...has been burdening base prices

1. 2mm sheet cold rolled 304 grade. CRU January 2019

* According to the CRU, they have been no longer able to accurately assess base prices from June 2018 onwards. Subsequently, the reported base price value is derived from effective prices and the published alloy surcharges.
Permanent safeguards are sufficient to cut EU imports

EU historical cold rolled imports in the scope of safeguard measure and quota for 1st period, kt

- 3 periods based on 2015 – 2017 average imports
  - Feb/19 – Q2/19  5% increase
  - Q3/19 – Q2/20  5% increase
  - Q3/20 – Q2/21  5% increase
- National quota for major importers
- Residual quota quarterly allocated
- 25% duties on transaction price for volumes above the quota
- The surplus of residual quota in the last quarter of the period can be utilized by all countries
- Tariff deposit to be paid once 90% of the quota is filled
- Developing countries with share below 3% excluded, next review before the end of the first period
- Residual from temporary safeguards not to be transferred to the permanent quotas
## Group key financials

<table>
<thead>
<tr>
<th>Key figures</th>
<th>IV/18</th>
<th>IV/17</th>
<th>III/18</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stainless steel deliveries, 1,000 tonnes</td>
<td>534</td>
<td>561</td>
<td>582</td>
<td>2,428</td>
<td>2,448</td>
</tr>
<tr>
<td>Sales, EUR million</td>
<td>1,586</td>
<td>1,463</td>
<td>1,733</td>
<td>6,872</td>
<td>6,356</td>
</tr>
<tr>
<td>Adjusted EBITDA, EUR million</td>
<td>89</td>
<td>82</td>
<td>128</td>
<td>485</td>
<td>631</td>
</tr>
<tr>
<td>Net result, EUR million</td>
<td>27</td>
<td>128</td>
<td>29</td>
<td>130</td>
<td>392</td>
</tr>
<tr>
<td>Earnings per share, EUR</td>
<td>0.07</td>
<td>0.31</td>
<td>0.07</td>
<td>0.32</td>
<td>0.95</td>
</tr>
<tr>
<td>Operating cash flow, EUR million</td>
<td>43</td>
<td>104</td>
<td>61</td>
<td>214</td>
<td>328</td>
</tr>
<tr>
<td>Net debt, EUR million</td>
<td>1,241</td>
<td>1,091</td>
<td>1,205</td>
<td>1,241</td>
<td>1,091</td>
</tr>
<tr>
<td>Gearing</td>
<td>45.1</td>
<td>40.1</td>
<td>44.5</td>
<td>45.1</td>
<td>40.1</td>
</tr>
<tr>
<td>Capital expenditure, EUR million</td>
<td>104</td>
<td>84</td>
<td>56</td>
<td>260</td>
<td>174</td>
</tr>
<tr>
<td>Return on capital employed, ROCE</td>
<td>7.0</td>
<td>11.3</td>
<td>6.9</td>
<td>7.0</td>
<td>11.3</td>
</tr>
<tr>
<td>Personnel at the end of the period</td>
<td>10,449</td>
<td>10,141</td>
<td>10,459</td>
<td>10,449</td>
<td>10,141</td>
</tr>
</tbody>
</table>
Stainless deliveries fell due to distributor destocking

Group adjusted EBITDA, EUR million

<table>
<thead>
<tr>
<th>Quarter</th>
<th>EUR million</th>
</tr>
</thead>
<tbody>
<tr>
<td>IV/17</td>
<td>82</td>
</tr>
<tr>
<td>I/18</td>
<td>133</td>
</tr>
<tr>
<td>II/18</td>
<td>136</td>
</tr>
<tr>
<td>III/18</td>
<td>128</td>
</tr>
<tr>
<td>IV/18</td>
<td>89</td>
</tr>
</tbody>
</table>

Adjusted EBITDA quarter-on-quarter comparison\(^1\), EUR million

- Planned maintenance shutdown in Tornio
- Insurance claim & record high deliveries
- Lower base prices offset by further improved raw material & product mix

1) Indicative columns based on management estimates
Product mix continued to improve in Europe

Adjusted EBITDA, EUR million

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Adj. EBITDA</th>
</tr>
</thead>
<tbody>
<tr>
<td>IV/17</td>
<td>37</td>
</tr>
<tr>
<td>I/18</td>
<td>83</td>
</tr>
<tr>
<td>II/18</td>
<td>73</td>
</tr>
<tr>
<td>III/18</td>
<td>60</td>
</tr>
<tr>
<td>IV/18</td>
<td>33</td>
</tr>
</tbody>
</table>

Adj. EBITDA quarter-on-quarter comparison¹, EUR million

- Weaker base prices offset by better raw material & product mix
- Planned maintenance shutdown in Tornio, higher electrode and other input costs
- German pension plan adjustment

1) Indicative columns based on management estimates
Distributor destocking continued in the Americas

### Adjusted EBITDA, EUR million

<table>
<thead>
<tr>
<th>Quarter</th>
<th>IV/17</th>
<th>I/18</th>
<th>II/18</th>
<th>III/18</th>
<th>IV/18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adj.</td>
<td>10</td>
<td>13</td>
<td>-6</td>
<td>-22</td>
<td></td>
</tr>
</tbody>
</table>

### Adj. EBITDA quarter-on-quarter comparison¹, EUR million

<table>
<thead>
<tr>
<th>Quarter</th>
<th>III/18</th>
<th>Deliveries</th>
<th>Pricing &amp; mix</th>
<th>Net of timing &amp; hedging</th>
<th>Costs</th>
<th>Other</th>
<th>IV/18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adj.</td>
<td>13</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>-22</td>
</tr>
</tbody>
</table>

¹ Indicative columns based on management estimates
Long products’ profitability impacted by one-offs and section 232

Adjusted EBITDA, EUR million

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Adjusted EBITDA, EUR million</th>
</tr>
</thead>
<tbody>
<tr>
<td>IV/17</td>
<td>3</td>
</tr>
<tr>
<td>I/18</td>
<td>4</td>
</tr>
<tr>
<td>II/18</td>
<td>9</td>
</tr>
<tr>
<td>III/18</td>
<td>13</td>
</tr>
<tr>
<td>IV/18</td>
<td>-1</td>
</tr>
</tbody>
</table>

Adj. EBITDA quarter-on-quarter comparison¹, EUR million

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Adjusted EBITDA quarter-on-quarter comparison, EUR million</th>
</tr>
</thead>
<tbody>
<tr>
<td>III/18</td>
<td>13</td>
</tr>
<tr>
<td>IV/18</td>
<td>-1</td>
</tr>
</tbody>
</table>

¹) Indicative columns based on management estimates
### Record-high ferrochrome production

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Adjusted EBITDA, EUR million</th>
<th>Adj. EBITDA quarter-on-quarter comparison(^1), EUR million</th>
</tr>
</thead>
<tbody>
<tr>
<td>IV/17</td>
<td>56</td>
<td>1, EUR million</td>
</tr>
<tr>
<td>I/18</td>
<td>42</td>
<td></td>
</tr>
<tr>
<td>II/18</td>
<td>39</td>
<td></td>
</tr>
<tr>
<td>III/18</td>
<td>46</td>
<td></td>
</tr>
<tr>
<td>IV/18</td>
<td>83</td>
<td></td>
</tr>
</tbody>
</table>

1) Indicative columns based on management estimates

- **Adjusted EBITDA** (EUR million):
  - IV/17: 56
  - I/18: 42
  - II/18: 39
  - III/18: 46
  - IV/18: 83

- **Adj. EBITDA quarter-on-quarter comparison** (EUR million):
  - IV/17: 1

- **Insurance claim**:
  - IV/18: 83

- **Deliveries**
  - III/18: 46

- **FeCr price**

- **Costs**

- **Other**

- **IV/18**: 83
Cash flow in 2018 impacted by unsatisfactory inventory management

<table>
<thead>
<tr>
<th>Component</th>
<th>Value (EUR million)</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>EBITDA</td>
<td>496</td>
<td></td>
</tr>
<tr>
<td>Working capital</td>
<td>-112</td>
<td>Higher inventory value driven by input material costs and better mix</td>
</tr>
<tr>
<td>Provisions, pensions, financial charges and other</td>
<td>-170</td>
<td></td>
</tr>
<tr>
<td>Operating cash flow</td>
<td>214</td>
<td></td>
</tr>
<tr>
<td>Net cash from investing activities</td>
<td>-229</td>
<td></td>
</tr>
<tr>
<td>Cash flow before financing activities</td>
<td>-14</td>
<td></td>
</tr>
</tbody>
</table>

Cash flow in 2018 impacted by unsatisfactory inventory management.

Higher inventory value driven by input material costs and better mix.
Strengthening of our balance sheet and reducing net debt are key priorities for 2019

Net debt and gearing

<table>
<thead>
<tr>
<th>Year</th>
<th>Net debt, EUR billion</th>
<th>Gearing</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>1.61</td>
<td>69%</td>
</tr>
<tr>
<td>2016</td>
<td>1.24</td>
<td>51%</td>
</tr>
<tr>
<td>2017</td>
<td>1.09</td>
<td>40%</td>
</tr>
<tr>
<td>2018</td>
<td>1.21</td>
<td>45%</td>
</tr>
</tbody>
</table>

Net debt/LTM adjusted EBITDA

<table>
<thead>
<tr>
<th>Year</th>
<th>Net debt/LTM adjusted EBITDA</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>9.8</td>
</tr>
<tr>
<td>2016</td>
<td>4.0</td>
</tr>
<tr>
<td>2017</td>
<td>1.7</td>
</tr>
<tr>
<td>2018</td>
<td>2.6</td>
</tr>
</tbody>
</table>

2020 target <1.0
Disappointing year for the Americas

Adj. EBITDA year-on-year comparison¹, EUR million

Mainly driven by improved product mix

Includes input and freight costs increase of ~€40 million

€6 million accrual release in 2017 and various other small items

1. Strong operational performance continues and our reliability has improved significantly
2. Result was heavily impacted by higher input and freight costs
3. We were unable to capture strong base prices

2017 Deliveries Pricing & mix Net of timing & hedging Costs Other 2018

21 -5

1) Indicative columns based on management estimates
We have taken decisive actions to translate strong operational performance into financial results.

**Disappointing performance**

During Q4, special task force formed

Improvement areas identified, action plan created

1. Strengthen commercial capabilities
2. Streamline supply chain processes
3. Implement the ferritics investment
Outlook for Q1 2019

- Stainless steel market is expected to remain challenging due to high distributor inventory levels
- Stainless steel deliveries expected to be higher than in Q4/18
- Americas’ performance expected to remain weak
- Negative impact from lower ferrochrome benchmark price

Adjusted EBITDA expected to be lower than in Q4/18 (EUR 89 million)
Calvert Site visit 2019

Outokumpu will host a site visit to the Calvert stainless steel mill on April 2, 2019
### Vision
Best value creator in stainless steel by 2020 through customer orientation and efficiency

### Must-Win battles
- Safety
- High performing organization
- Operational excellence*
- Commercial excellence
- Americas
- Digital transformation**

### Strengths
- Strong market position
- Broad product portfolio
- World-class assets
- Solid balance sheet

### Purpose
Working towards a world that lasts forever

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* Includes previous must-win battles of World-class supply chain and manufacturing excellence as of 2019
** New must-win battle as of 2019
MUST-WIN BATTLES UPDATED

- Safety
- High performing organization
- Operational excellence
- Commercial excellence
- Americas
- Digital transformation

- World-class supply chain and manufacturing excellence must-win battles combined
- Quality, supply chain and manufacturing

- New must-win battle
- New digital business and manufacturing platforms
- Data driven management
We will deliver an adjusted EBITDA of €750 million in 2020.
## Fully integrated production asset base

<table>
<thead>
<tr>
<th></th>
<th>Europe</th>
<th>Americas</th>
<th>Long Products</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,000 tonnes</td>
<td>Tornio Finland</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Avesta + Nyby Sweden</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Krefeld + Dillenburg Germany</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Degerfors Sweden</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Calvert USA</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Mexinox Mexico</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Sheffield UK</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Richburg USA</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Degerfors Sweden</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Fagersta Sweden</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Melting</td>
<td>1,450</td>
<td>900</td>
<td>450</td>
<td>3,250</td>
</tr>
<tr>
<td>Hot rolling</td>
<td>1,450</td>
<td>900</td>
<td>870</td>
<td>3,220</td>
</tr>
<tr>
<td>Finishing</td>
<td>750</td>
<td>350</td>
<td>25</td>
<td>2,720</td>
</tr>
<tr>
<td>- Cold rolling</td>
<td>150</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- HWB</td>
<td>130</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Quarto plate</td>
<td>120</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Long products</td>
<td>500</td>
<td>150</td>
<td>25</td>
<td></td>
</tr>
<tr>
<td></td>
<td>150</td>
<td>150</td>
<td>40</td>
<td></td>
</tr>
<tr>
<td></td>
<td>25</td>
<td>40</td>
<td>40</td>
<td></td>
</tr>
<tr>
<td></td>
<td>25</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>65</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Broadest product portfolio globally

Deliveries by product grade in 2018
- Austenitic (CrNi) 59%
- Ferritic 17%
- Austenitic (CrNiMo) 17%
- Duplex 4%
- Other 3%

Outokumpu product forms
- Ferrochrome
- Slab
- Quarto plate
- Hot rolled black coil
- Hot and cold rolled white coil
- Precision strip
- Cast semis
- Rolled and forged billet
- Bar
- Rebar
- Wire rod
- Wire

Jan-Dec 2018
We focus on growth segments
Consumer goods, automotive, architecture, building and construction

Distributors

End-customers

- Consumer goods & medical: 54%
- Automotive: 46%
- Architecture, building & construction: 24%
- Chemical, petrochem. and energy: 21%
- Metal processing & tubes: 6%
- Heavy industries: 4%
- Other: 17%
Operative cost components

- Raw materials account for around 60% of the total operative costs of the Group
- Energy and other consumables account for 10-15% of the total operative costs
- Personnel expenses around 10% of the total operative costs
- Other cost of sales includes e.g. freight, maintenance and rents and leases

<table>
<thead>
<tr>
<th>Raw materials</th>
<th>Personnel</th>
<th>Energy and consumables</th>
<th>Other cost of sales</th>
<th>SG&amp;A (excl. personnel and D&amp;A)</th>
<th>D&amp;A total</th>
</tr>
</thead>
</table>

Jan-Dec 2018
Debt structure and maturity profile

Debt structure*, %

- Bonds: 35%
- Convertible bonds: 19%
- Long-term loans: 6%
- Pension loans: 3%
- Finance leases: 17%
- Short-term loans: 1%
- Commercial paper: 1%

Debt maturity profile*, EUR million

- Current debt
- Non-current debt
- Unutilized facilities

* December 31, 2018
Stainless steel demand continues to grow

Global stainless steel real demand in 2018
43.2 million tonnes

Global stainless steel real demand in 2023
50.2 million tonnes

Expected global stainless steel real demand in 2023

- Consumer goods & Medical: +17%
- Automotive: +13%
- Architecture, Building & Construction: +25%
- Chemical, Petrochemical & Energy: +11%
- Heavy industries: +11%
- Other: +10%

Source: SMR, February 2019
3% demand growth expected for 2019

Data source: SMR, February 2019
Real demand for total stainless steel (rolled & forged products, excl. 13Cr tubes, profiles)
Weaker-than-typical Q1 expected

EMEA total stainless steel real demand¹

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Q1/18</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>Q1/19</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Demand (thousand tons)</td>
<td>1,650</td>
<td>1,600</td>
<td>1,900</td>
<td>1,800</td>
<td>1,750</td>
<td>1,700</td>
<td>1,650</td>
<td>1,600</td>
</tr>
</tbody>
</table>

Americas total stainless steel real demand¹

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Q1/18</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>Q1/19</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Demand (thousand tons)</td>
<td>950</td>
<td>900</td>
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1) Total stainless = rolled & forged products, excl. 13Cr tubes, profiles
Low capacity utilization in China, on healthier level in Europe and Americas

Source: SMR Real Demand January 2019; CRU Capacity August 2018
* Using 2018 imports share as forecast for 2019
Raw materials - price development

**Nickel**

- **Price Development**: Decreasing trend from January 2017 to January 2019.
- **February 7, 2019**
- **Data Source**: Nickel Cash LME Daily Official

**Molybdenum**

- **Price Development**: Decreasing trend from January 2017 to January 2019.
- **February 7, 2019**
- **Data Source**: MetalBulletin - Molybdenum	

**Ferrochrome**

- **Price Development**: Decreasing trend from January 2017 to January 2019.
- **February 7, 2019**
- **Data Source**: MetalBulletin - Ferro-chrome Lumpy CR charge basis 52% & Cr quarterly major European destinations Cr ; Spot: Platts Charge Chrome 52% DDP Europe

**Carbon steel scrap**

- **Price Development**: Increasing trend from January 2017 to January 2019.
- **February 7, 2019**
- **Data Source**: Ferrous Scrap Index HMS 1&2 (80:20 mix) $ per tonne fob Rotterdam

Data source: 1) Nickel Cash LME Daily Official 2) Contract - MetalBulletin - Ferro-chrome Lumpy CR charge basis 52% & Cr quarterly major European destinations Cr ; Spot: Platts Charge Chrome 52% DDP Europe 3) MetalBulletin - Molybdenum Drummed molybdic oxide Free market Mo in warehouse; 4 Ferrous Scrap Index HMS 1&2 (80:20 mix) $ per tonne fob Rotterdam
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Next IR events
AGM
March 27, 2019
Calvert site visit
April 2, 2019
Q1 results
May 7, 2019