

CORPORATE GOVERNANCE STATEMENT

This statement about Metsä Group's Corporate Governance has been given as a separate report and it has been published simultaneously with Metsä Group's Financial Statements and Report of the Board of Directors.

Metsäliitto Cooperative is a Finnish cooperative and parent company of Metsä Group. The reference to Metsäliitto Cooperative is made only in those parts where the matter is dealt solely on the parent company's perspective. The decision-making and administration of Metsä Group companies complies with the Cooperatives Act, the Limited Liability Companies Act, the Securities Markets Act, the cooperative rules, procedures approved by the administrative bodies and the policies and guidelines approved by the Metsäliitto Cooperative Board of Directors and the Executive Management Team. Metsäliitto Cooperative's rules are available in full on Metsä Group's website under "Corporate Governance in Metsä Group."

The Securities Market Association issued a new recommendation on the corporate governance systems of listed companies on 15 June 2010. This account of Metsä Group's corporate governance system follows the said recommendation with regard to structure and content. However, Metsäliitto Cooperative takes into account the special characteristics of the cooperative form of incorporation and states the deviations from the recommendation with rationale. In accordance with the opinion issued by the Finnish Central Chamber of Commerce in January 2006, communities with an extensive ownership base, extensive operations or which are regionally or nationally significant, should comply with the recommendation to the extent that it is possible, taking their special characteristics into consideration in accordance with the comply or explain principle.

Metsä Group prepares its financial statements and interim reports in accordance with the International Financial Reporting Standards (IFRS). The financial statement documents are published in Finnish, Swedish and English.

Metsä Group's head office is located in Espoo, Finland. The registered office of par-

ent company Metsäliitto Cooperative is in Helsinki, Finland.

MAIN ADMINISTRATIVE BODIES

Metsäliitto Cooperative's administrative bodies are the Representative Council, Supervisory Board, Board of Directors and the CEO. The bodies separately specified below in this account assist the administrative bodies in their decision making and prepare their decisions. Currently, the CEO of Metsäliitto Cooperative acts as the President and CEO of Metsä Group. In this account, the CEO of Metsäliitto Cooperative is referred to as the "President and CEO".

REPRESENTATIVE COUNCIL

The Representative Council uses the supreme decision-making power belonging to the members in Metsäliitto Cooperative in the matters specified by law and regulations. The Representative Council substitutes the meeting of the cooperative in Metsäliitto Cooperative.

The meeting of the Representative Council processes the matters specified in the Cooperatives Act and the cooperative rules, and other matters mentioned in the summons to the meeting. The main tasks of the Representative Council are:

- to decide on adopting the financial statements,
- to decide on the distribution of profit to the members,
- to decide on discharging the Supervisory Board, Board of Directors and CEO/President and CEO from liability, and
- to elect the members of the Supervisory Board and the auditors and to decide on their fees.

A full member of Metsäliitto Cooperative or his/her spouse may be elected to the Representative Council. The election of the Representative Council is carried out every fourth year by mail or telecommunications or by some other technical device. Each member has one vote. The election is carried out by election districts so that as many representatives are selected from each district as the list of

voters for the district in question includes Metsäliitto Cooperative members entitled to vote on 1 January of the election year divided by 2,300 or part thereof. The election districts are confirmed by the Supervisory Board, and basically they are determined in accordance with Metsäliitto Cooperative's district organisations. A member of the personnel of Metsä Group is not eligible according to the election system.

In accordance with the rules, the Representative Council convenes once a year in the spring. The Representative Council, Supervisory Board or the Board Directors may decide to arrange an extraordinary meeting. An extraordinary meeting shall also be arranged if demanded by at least one tenth of the members. The Representative Council is summoned by the Chairman of the Supervisory Board at the latest seven days before the meeting with a written notice of a meeting sent to every member of the Representative Council, which has to mention the issues processed in the meeting.

Each representative has one vote in the meeting. Amending Metsäliitto Cooperative's rules requires the amendment proposal to be supported by a minimum of 2/3 of the members participating in the meeting. In addition to the meeting representatives, the Chairman of the Board of Directors and, as a general rule, the members of the Board of Directors and Supervisory Board, shall be present at meetings of the Representative Council. In addition to these, the auditors shall also be present at the annual meeting.

The composition of the Representative Council is presented on page 126 of the Annual Report.

DISTRICT COMMITTEES

In accordance with Metsäliitto Cooperative's rules, there is a District Committee in each supply district. The District Committee comprises the members of the representative council, Supervisory Board and Board of Directors elected from the District's area and of the candidates not elected in the election of the representative council, twice the number of the representatives elected from the District's area, however, at least five, in the order of the per-

sonal number of votes. The guidelines approved by the Supervisory Board specify the tasks of the District Committee. According to the guidelines, the main task of the District Committee is to promote communication and interaction between the members and Metsäliitto Cooperative's supply district in question with its operation.

SUPERVISORY BOARD

Metsäliitto Cooperative's rules specify that the Supervisory Board is a part of Metsäliitto Cooperative's administration model. This aims to ensure the realisation of sufficient corporate governance and commitment of the members to Metsäliitto Cooperative's decision-making. Strategic and other far-reaching decisions, however, belong to the powers of Metsäliitto Cooperative's Board of Directors, and operational management to the acting management.

Metsäliitto Cooperative's rules specify the tasks of the Supervisory Board. The main task of the Supervisory Board is to monitor to ensure that Metsäliitto Cooperative is managed in accordance with the rules and the decisions of the Representative Council and the Supervisory Board. In addition to this, the Supervisory Board:

- elects and dismisses members of the Metsäliitto Cooperative Board of Directors and decides on their fees,
- elects the CEO who also acts as the President and CEO of Metsä Group unless otherwise decided by the Supervisory Board,
- gives the Board of Directors instructions in far-reaching matters and matters of importance in principle, and
- audits the financial statements and issues a proposal on the use of any surplus to the Representative Council.

The Supervisory Board elects a Chairman and Deputy Chairman from among its members for one year at a time and invites a secretary. The Supervisory Board convenes as summoned by the Chairman as often as necessary, or as proposed by the Board of Directors. The Supervisory Board is competent to make decisions when more than half the members are present. The opinion favoured by the majority

shall be the decision. When the votes are even, the Chairman's vote decides, and in elections the lot.

The Supervisory Board comprises a minimum of twenty (20) and a maximum of thirty (30) members elected by the Representative Council from among the members of Metsäliitto Cooperative. Metsäliitto Cooperative's personnel may elect a maximum of five (5) members to the Supervisory Board. In addition, the Representative Council may at the proposal of the Supervisory Board elect a maximum of three (3) expert members to the Supervisory Board. The term of office of a member of the Supervisory Board begins at the closure of the annual meeting that elected him/her and runs until the annual meeting of the Representative Council three (3) years later. The aim of the three-year term of office is to ensure the continuity of decision-making. Once a member of the Supervisory Board turns 65, his/her term of office, however, terminates at the annual meeting of the Representative Council the following year. When electing members to the Supervisory Board, the aim is to have nationwide representation that would cover all areas. A member of the Board of Directors may not be a member of the Supervisory Board.

The composition of the Supervisory Board is presented on page 127 of the Annual Report.

NOMINATION COMMITTEE OF THE SUPERVISORY BOARD

A special nomination committee elected from among the members of the Supervisory Board prepares the election of the members of the Board of Directors in accordance with procedures approved for it. In addition, the nomination committee makes a proposal of the fees paid to the Board of Directors. The nomination committee comprises six (6) members of the Supervisory Board as well as the Chairman and the Deputy Chairman of the Supervisory Board. The Chairman of the Supervisory Board acts as the chairman of the nomination committee. The Supervisory Board has elected the following persons to the nomination committee in its meeting on 4 May 2011: Ilkka Juusela, Esko Kinnunen, Timo Kässi,

Hannu Lassila, Timo Nikula and Erkki Vainionpää. Chairman Hannu Järvinen and Deputy Chairman Juha Paajanen are members of the nomination committee on the basis of their position.

INFORMATION ON THE MEETINGS OF THE SUPERVISORY BOARD DURING THE PREVIOUS FINANCIAL PERIOD

In 2011, there were 34 members in the Supervisory Board, four (4) of them personnel representatives elected by different personnel groups of Metsäliitto Cooperative. There were no expert members in the Supervisory Board in 2011. The Supervisory Board convened four (4) times, and the members' attendance rate was 93 per cent.

BOARD OF DIRECTORS

According to the Metsäliitto Cooperative's rules and legislation, the task of the Board of Directors is to ensure that Metsäliitto Cooperative's and Metsä Group's operation and administration are appropriately arranged. The Board of Directors has composed a procedure for its operation that specifies the operating principles followed in the decision-making of the Board of Directors in more detail. The working order is available in full on Metsä Group's website under "Corporate Governance in Metsä Group."

The tasks of the Board of Directors include:

- approving the tasks of the CEO/President and CEO and monitor to ensure that they take care of the cooperative's running administration in accordance with the instructions and orders of the Board of Directors
- appointing and dismissing the Directors immediately subordinate to the CEO and, if elected, the President and CEO
- deciding on how shares are collected and additional shares made and their terms and conditions
- approving the strategy and annual budget of the cooperative and the Group, and supervising compliance with them

- signing the financial statements and consolidated financial statements, and presenting them to the Supervisory Board for audit
- preparing the matters to be decided by the Supervisory Board
- deciding on the sale, purchase and discontinuation of business operations and starting of new operations and mergers
- deciding on the wages and salaries and other benefits of the CEO/President and CEO and other senior management on the Compensation Committee's proposal
- deciding on other matters that, taking into account the extent and quality of the operations of the cooperative, are unusual and far-reaching.

The Board of Directors elects a chairman from among its members for one year at a time. According to Metsäliitto Cooperative's rules, the President and CEO acts as the deputy chairman. According to the recommendation, the CEO should not be elected the chairman of the Board of Directors. However, the deviation from the Recommendation can be justified with Metsäliitto Cooperative's cooperative administrative model. The Board of Directors convenes as summoned by the chairman as often as necessary. The President and CEO prepares the Board's meetings. The Board of Directors is competent to make decisions when more than half the members of the Board are present. When the votes are equal, the chairman's vote decides. Minutes shall be composed of the meetings of the Board of Directors.

The Board of Directors regularly appraises its operation and procedures by conducting an annual self-assessment.

COMPOSITION AND TERM OF OFFICE OF THE BOARD OF DIRECTORS

The Supervisory Board elects Metsäliitto Cooperative's Board of Directors. Thus, the election of Metsäliitto Cooperative's Board of Directors deviates from the recommendation on the election of the Board of Directors. The deviating competence regulations secure the realisation of cooperative corporate governance

and the members' extensive participation in Metsäliitto Cooperative's decision-making.

The Board of Directors comprises a minimum of five (5) and a maximum of eight (8) members and the President and CEO. All Board members apart from the President and CEO are independent of Metsä Group. A Board member's term of office commences at the beginning of the calendar year following the meeting of the Supervisory Board that elected him/her and runs for three (3) years at a time. The term of office of a member of the Board of Directors ends at the end of the calendar year during which he/she turns 65. The term of office of the members of the Board of Directors deviates from the one-year term of office of the recommendation. However, the owners of the cooperative have not considered it necessary to shorten the term of office, as the three-year term has been considered necessary to secure the continuity of decision-making. In the past few years, particular attention has been paid to the composition of the Board of Directors and the versatility of its members' competence by the Supervisory Board's nomination committee.

In 2011, the Chairman of the Board of Directors was Martti Asunta, the Vice Chairman was Kari Jordan, and members were Mikael Aminoff, Eino Halonen, Arto Hiltunen, Saini Jääskeläinen, Juha Parpala, Timo Saukkonen and Antti Tukeva.

CVs of the members of the Board and their holdings in Metsä Group are presented on pages 128–129 of the Annual Report.

BOARD COMMITTEES

In order to ensure that the Board of Directors' tasks are effectively managed, Metsäliitto Cooperative's Board of Directors has an Audit Committee and a Compensation Committee. The Committees are not competent to make decisions independently; the Board of Directors makes the decisions on matters based on the preparation of the Committees. The Board of Directors elects the members of the Committee from among its members.

AUDIT COMMITTEE

The Audit Committee assists the Board of Directors in performing its monitoring task.

In this task, the Committee assesses and supervises matters related to financial reporting, auditing, internal audit and risk management in accordance with procedures approved for it. The Audit Committee comprises a minimum of three (3) members who are independent of Metsä Group elected by the Board of Directors from among its members. In addition, the President and CEO attends the meetings of the Audit Committee, except for the times when the Audit Committee wishes to convene without the presence of the acting management. The Audit Committee shall regularly report to the Board of Directors on its operations and observations. In 2011, the Chairman of the Audit Committee was Arto Hiltunen and members were Martti Asunta and Eino Halonen.

COMPENSATION COMMITTEE

The purpose of the Compensation Committee is to assist the Board of Directors in ensuring that Metsä Group has appropriate and competitive pay systems, and successor and development planning in accordance with the procedure approved by the Board of Directors. In its task, the Committee presents, e.g., the terms of the employment relationship of the CEO and the President and CEO, pay systems of the top management and key principles in the top management's contracts to the Board of Directors to decide on. In addition, the Compensation Committee presents the annual targets for the top management to the Board of Directors, monitors their realisation. Furthermore, the committee reviews the matters related to the compensation systems of the top management and proposes them for the Board of Directors to decide on. The Board of Directors elects three (3) members to the Compensation Committee from among its members. The majority of the members of the Compensation Committee must be independent of Metsä Group, and a member of Metsä Group's acting management may not be a member of the Committee. The Compensation Committee shall regularly report to the Board of Directors on its operations. In the financial period 2011, the Chairman of the Compensation Committee was

Martti Asunta and members were Eino Halonen and Antti Tukeva.

Information on the meetings of the Board of Directors and its Committees during the previous financial period

The Board of Directors convened 15 times during the financial period 2011 and the members' attendance rate was 96 per cent. The Audit Committee convened four (4) times, and the members' attendance rate was 100 per cent. The Compensation Committee convened four (4) times, and the members' attendance rate was 83 per cent.

PRESIDENT AND CEO

Metsäliitto Cooperative has a CEO who also acts as the President and CEO unless otherwise decided by the Supervisory Board. The President and CEO manages the operation of the entire Metsä Group. Currently, the President and CEO of Metsä Group, Kari Jordan, also acts as the CEO of Metsäliitto Cooperative.

The President and CEO's duty is to manage the operational actions of Metsä Group in accordance with the law, regulations, decisions and instructions of the administrative bodies. According to the Metsäliitto Cooperative's rules, the President and CEO is in charge of arranging the running administration of the cooperative and supervises financial administration.

The President and CEO is elected by the Supervisory Board, and the Board of Directors approves the contract of the President and CEO. The deviation from the Recommendation in the election of the President and CEO can be justified with Metsäliitto Cooperative's cooperative administrative model. The term of notice of the President and CEO is six months, and his severance pay corresponds to 24 months' total salary.

The CV of the President and CEO and his holdings in Metsä Group are presented on page 128 and 130 of the Annual Report.

EXECUTIVE MANAGEMENT TEAM

Metsä Group has an Executive Management Team with the Group's President and CEO as its chairman. The Executive Management Team assists the President and CEO in the

planning and operational management of business operations and prepares proposals to the Board of Directors, such as business strategies, budgets and significant investments. The Executive Management Team has no authority based on laws or rules. The Executive Management Team comprises Metsä Group's President and CEO, CEOs of the subsidiaries, Directors of Metsä Wood and Metsä Forest business areas as well as Group's CFO, Strategy Officer and General Counsel.

The Executive Management Team convenes as summoned by the Chairman, primarily once a month, and additionally whenever necessary.

During the financial period 2011, the Executive Management Team comprised of Kari Jordan, President and CEO, Hannu Anttila (Executive Vice President, Strategy), Mikko Helander (CEO of Metsä Board Corporation), Ilkka Hämälä (CEO of Metsä Fibre Oy), Mika Joukio (as of 1 February 2012 CEO of Metsä Tissue Corporation), Esa Kaikkonen (General Counsel), Timo Karinen (Group Executive Vice President, Metsä Wood), Juha Mäntylä (Group Executive Vice President, Metsä Forest) and Vesa-Pekka Takala (CFO).

CVs of the members of the Executive Management Team and their holdings in Metsä Group are presented on pages 130–131 of the Annual Report.

INTERNAL CONTROL, INTERNAL AUDIT AND RISK MANAGEMENT

Profitable business requires that operations are monitored continuously and with adequate efficiency. Metsä Group's internal control covers the control of financial reporting, internal authorisation rights, investment follow-up and credit control. The functionality of internal control, on the other hand, is evaluated by Metsä Group's internal audit. Internal control is carried out throughout the organisation. Internal control methods include internal guidelines and reporting systems that support control.

The principles, objectives and responsibilities of Metsä Group's internal control and the principles of internal audit are described

below. Metsä Group's acting management, Risk Management Directors and internal audit are in charge of composing the principles mentioned above and the Board of Directors for ultimately ratifying them.

DEFINITION OF INTERNAL CONTROL AND ITS OBJECTIVES

In Metsä Group, internal control covers financial reporting and other monitoring. Internal control is implemented by the Board, audit committee and the acting management, as well as the entire personnel. Internal control refers to those management activities that seek to ensure:

- achievement of the goals and objectives set for Metsä Group
- economical, appropriate and efficient use of resources
- management of operation-related risks
- reliable and correct financial and other management information
- adherence to external regulations and internal policies
- adherence to appropriate procedures related to customer relationships
- sufficient security of operations, information and property, and
- the arrangement of adequate and suitable manual and IT systems to support operations.

PROACTIVE CONTROL

Proactive control includes the specification of Metsä Group's values, general operational and business principles as well as goals and strategy. Metsä Group's corporate culture, governance and the approach to control together create the basis for the entire process of internal control.

DAILY CONTROL

Daily control refers to general control and follow-up, with operational systems and work guidelines, related to operational steering. Examples include the specification of personnel responsibilities and authority, identifying high-risk assignments, job descriptions, approval authority and deputy procedures.

SUBSEQUENT CONTROL

Subsequent control refers to control and check-up measures, such as different management evaluations and inspections, comparisons and verifications, the aim of which is to ensure that the goals are met and that the agreed operational and control principles are followed.

INTERNAL MONITORING OF THE FINANCIAL REPORTING PROCESS, CREDIT CONTROL AND AUTHORISATION RIGHTS

The financial organisations of the business areas and the Group are responsible for financial reporting. The units and business areas report the financial figures each month. Business area controllers check the monthly performance of units from each business area and report them further to the Group financial administration. Business area profitability development and business risks and opportunities are discussed monthly by the Metsä Group Executive Management Team meetings attended by the senior management of Metsä Group and of each business area, and by financial management team meetings attended by the Group CFO and Director of Finance and the CFO of each business area. The results are reported to the Board of Directors of Metsäliitto Cooperative each month. The results of the business areas are additionally reported to the Boards of Directors of their parent companies each month. Metsä Group's Controllers' Manual describes the reporting and control regulations and the reporting procedure in detail.

Credit control in Metsä Group is carried out by each business area in accordance with the Group credit control policy and the business area-specific credit control policy based on it. Credit control is carried out by the Group's central credit control organisation in cooperation with the management of the business areas.

Authorisation rights concerning expenses, significant contracts and investments have been continuously specified for different organisation levels, according to the decision-making order confirmed by the Board and the authority separately granted by the President and CEO and other management personnel.

Investment follow-up is carried out by the Group's financial administration according to the investment policy confirmed by the Board. After pre-approval, investments are taken to the management teams of the business areas within the framework of the annual investment plan. Most significant investments are separately submitted for approval by the Executive Management Team and the Boards of the Group's parent company, and of the parent company of the business area.

INTERNAL AUDIT

Metsä Group's internal audit assists the Board of Directors in performing its supervisory task by assessing the level of internal audit maintained in order to attain the targets of Metsä Group's operation. In addition, the department supports the organisation by assessing and ensuring the functioning of the business processes, risk management and management and administration systems.

The core task of the internal audit is to evaluate the efficiency and appropriateness of Group functions' and units' internal auditing. Internal audits assess compliance with operating principles, guidelines and reporting systems, protection of assets and the efficiency of resource usage.

The internal audit unit acts under the supervision of the Group's President and CEO and the Audit Committee. An internal audit action plan is prepared for one calendar year at a time. The audit focuses on areas that have particular significance for the risk assessed and the Group's objectives at the time. The action plan will be reviewed with the management semi-annually, with regard to how up-to-date and appropriate it is.

The extent and coordination of auditing will be ensured with regular contact and flow of information with other internal control functions and auditors. Internal audit uses, if necessary, external outsourced services for temporary additional resourcing or performing assessment tasks that require special expertise. In this case, the external service providers act under the supervision of the head of the internal audit.

A report is written for each audit and distributed to the Group's President and CEO,

the senior management of the affiliated group being audited and the management of the audited function or unit. The audit reports are submitted to the auditors for information and to the parties that are considered relevant based on the content of the report. The internal audit department shall compose a semi-annual summary report to the Audit Committee on the audits carried out, the most significant observations and the agreed measures. In addition, the semi-annual report shall state the most significant changes in carrying out the audits compared to the action plan and other main duties performed by the internal audit department, as well as any changes in resources. An annual report of the activity of the internal audit shall be composed for the Board of Directors.

RISK MANAGEMENT

Risk management is an essential part of Metsä Group's standard business planning and leadership. Risk management belongs to daily decision-making, operations follow-up and internal control, and it promotes and ensures that the objectives set by the company are met.

Linking business management efficiently with risk management is based on the operational principles confirmed by Metsäliitto Cooperative's Board of Directors; the aim of the principles is to maintain risk management as a process that is well defined, understandable and sufficiently practical. Risks and their development are reported on a regular basis to the Board's Audit Committee. Centralised risk management also takes care of the coordination and competitive bidding of Metsä Group's insurance coverage

The most crucial objective of risk management is to identify and evaluate those risks, threats and opportunities which may have an impact on the implementation of the strategy and on how short-term and long-term objectives are met. A separate risk review is also included in the most significant investment proposals.

The business areas regularly evaluate and monitor the risk environment and related changes as part of their annual and strategic planning. The risks identified and their means of control are reported to the company's

management, Audit Committee and the Board at least twice a year. Business risks also involve opportunities, and they can be utilised within the boundaries of the agreed risk limits. Conscious risk-taking decisions must always be based on an adequate evaluation of the risk-bearing capacity and the profit/loss potential, among other things.

RISK MANAGEMENT RESPONSIBILITIES

Risk management responsibilities in Metsä Group are divided as follows:

- The Board is responsible for Metsä Group's risk management and confirms the company's risk management policy.
- The Audit Committee evaluates the adequacy of Metsä Group's risk management and the essential risk areas and provides the Board with related proposals.
- The President and CEO and the members of the Executive Management Team are responsible for the specification and adoption of the risk management principles. They are also responsible for ensuring that the risks are taken into account in the company's planning processes and that risk reporting is adequate and appropriate.
- The Group's Risk Management Director is in charge of the development and coordination of the risk management process, performance of risk assessment and the essential insurance decisions.
- Business areas and services functions identify and evaluate the essential risks related to their own areas of responsibility in their planning processes, prepare for them, take necessary preventive action and report on the risks as agreed.

RISK MANAGEMENT PROCESS

The purpose of risk management is to:

- promote and ensure the achievement of the goals set for business operations
- ensure the safe and uninterrupted continuity of business operations in all circumstances, and
- optimise Metsä Group's overall risk exposure.

Metsä Group's essential risk management elements include implementing a comprehensive

corporate risk management process that supports the entire business, protecting property and ensuring business continuity, corporate security and its continuous development, as well as crisis management and continuity and recovery plans. According to the risk management policy and principles, adequate risk management forms a necessary part of the preliminary review and implementation stages of projects which are financially or otherwise significant.

THE TASKS OF RISK MANAGEMENT ARE TO:

- ensure that all identified risks with an impact on personnel, customers, products, property, information assets, corporate image, corporate responsibility and operational capacity are controlled according to applicable laws and on the basis of best available information and financial aspects
- ensure that Metsä Group's objectives are met
- fulfil the expectations of stakeholders
- protect property and ensure disruption-free business continuity
- optimise the profit/loss possibility ratio, and
- ensure the management of Metsä Group's overall risk exposure and minimise the overall risks.

The most significant risks and uncertainties that Metsä Group is aware of are described in the Board's annual report.

INSIDER GUIDELINES

In matters related to insiders, Metsä Group complies with securities market legislation and the insider guidelines of the subsidiary Metsä Board Corporation, composed in accordance with the standards of the Financial Supervisory Authority and the guidelines prepared by NASDAQ OMX Helsinki Ltd (Helsinki Stock Exchange). Metsä Group requires every employee to follow the insider regulations. The secretary of the Board of Directors of each Group company is in charge of the maintenance and administration of Metsä Group's statutory insider register. Metsä Group only recommends long-term

investments and the use of purchase programmes. Metsä Board Corporation's public insider register comprises of the members of Metsäliitto Cooperative's Board of Directors, the President and CEO and the auditors. Metsä Board's company-specific insiders include the members of the Group's Executive Management Team and persons appointed to legal, financial, communications and investor relations-related tasks of Metsä Group and thus regularly have access to insider information on Metsä Board.

AUDIT

According to Metsäliitto Cooperative's rules, Metsäliitto Cooperative has one auditor who shall be an auditing firm authorised by the Central Chamber of Commerce of Finland. The representative council elects the auditor to review the accounts for the year underway, and their task ends at the closure of the next annual meeting of the representative council. The task of the auditors is to audit the financial statements and accounting of the Group and the parent company, and the administration of the parent company. The auditor provides a statutory auditor's report to the members of Metsäliitto Cooperative in connection with the annual financial statements and regularly report on their observations to the Board of Directors and the management of Metsä Group.

In accordance with the resolution of the representative council meeting in the spring of 2011, Metsäliitto Cooperative's auditor is PricewaterhouseCoopers Oy firm of authorised public accountants, with Johan Kronberg, APA, as main responsible auditor. Companies that belong to Metsä Group have paid a total of EUR 2,1 million in audit fees in 2011. A total of EUR 1,2 million was paid for services not related to the audit.

SALARY AND REMUNERATION REPORT

This salary and remuneration report of Metsä Group has been issued pursuant to Recommendation 47 of the Finnish Corporate Governance Code of 15 June 2010 and it has been published on Metsä Group's website on 31 March 2012. In accordance with the Group's practice the salary and remuneration report is updated two times every calendar and always in March in connection with the Corporate Governance Statement.

FEES OF THE SUPERVISORY BOARD AND THE BOARD OF DIRECTORS

METSÄLIITTO COOPERATIVE'S SUPERVISORY BOARD

Pursuant to a decision of the Representative Council, the Chairman and Deputy Chairman of the Supervisory Board are paid a fixed monthly remuneration and a meeting fee. The other members only receive a meeting fee. The members are entitled to travel compensation according to Metsä Group's travel rules.

In 2011, the monthly remuneration of the Chairman of the Supervisory Board was EUR 3,400 and the meeting fee EUR 600 per meeting. The Chairman was paid a total of EUR 56,600 in salaries and meeting fees. The monthly remuneration of the Deputy Chairman of the Supervisory Board was EUR 1,500 and the meeting fee EUR 600 per meeting in 2011. The Deputy Chairman was paid a total of EUR 20,000 in salaries and meeting fees. The other members were paid EUR 600 per meeting, totalling EUR 80,300. Members of the Supervisory Board were paid a total of EUR 156,900 in salaries and fees in 2011.

METSÄLIITTO COOPERATIVE'S BOARD OF DIRECTORS

Pursuant to the Supervisory Board's decision, each member of the Board of Directors is paid a fixed monthly remuneration and a meeting fee. The meeting fee is also paid for committee meetings. The members are entitled to travel compensation according to Metsä Group's travel rules.

In 2011, the monthly remuneration of the Chairman of the Board of Directors was EUR 5,800 and the meeting fee EUR 600 per meeting. The Chairman was paid a total of 85,440

in salaries and meeting fees. The monthly remuneration of the other members was EUR 3,200 and the meeting fee EUR 600 per meeting in 2011. The other members were paid a total of EUR 337,050 in salaries and meeting fees. The President and CEO is not paid a salary or remuneration for acting in the Board of Directors. Members of the Board of Directors were paid a total of EUR 422,490 in salaries and fees in 2011.

REWARDING OF THE ACTING MANAGEMENT

The purpose of the reward system of Metsä Group's acting management is to reward the management in a just and competitive manner for the performance of Metsä Group and realising the strategy and development of the business operations. The Board of Directors of Metsäliitto Cooperative decides on the remuneration and other financial benefits of the Group President and CEO and members of the Group's Executive Management Team employed by Metsäliitto Cooperative, and the principles of the profit pay system based on the preparation of the Compensation Committee. All Metsä Group companies comply with the same reward principles, but the remuneration criteria are separately decided on by each subsidiary's Board of Directors.

The reward system comprises a fixed monthly salary, a bonus determined on the basis of the task's effect on earnings, the management's pension benefits and a share compensation system.

SHORT-TERM INCENTIVES

SALARY AND SEVERANCE PAY OF THE PRESIDENT AND CEO

The CEO's monthly salary with fringe benefits is EUR 81,962. The monthly salary includes housing, car, chauffeur and other minor benefits.

Pursuant to the President and CEO's contract, the Board of Directors may decide that the President and CEO receives a bonus based on the profit, cash flow and personal performance, corresponding to six (6) months' salary.

The companies in Metsä Group paid the President and CEO a total of EUR 2,813,700

in salaries, fees and other benefits in 2011.

The salary with fringe benefits paid by Metsäliitto Cooperative amounted to EUR 1,027,766, and the bonus and share reward to EUR 1,674,521. The other Group companies paid the President and CEO a total of EUR 111,412 in salaries, fees and other benefits.

The term of notice of the President and CEO is six (6) months. When the contract of the President and CEO is terminated by the Board, the President and CEO is entitled to a severance pay corresponding to 24 months' total salary. No severance compensation is paid if the contract is terminated by the President and CEO.

SALARIES AND FEES OF OTHER MANAGEMENT

The maximum bonus paid to members of the Group Executive Management Team employed by Metsäliitto Cooperative can vary, according to the task's effect on earnings, between the amounts corresponding to the person's 0–6 months' wages. The criteria of the profit pay system are the earnings requirements of the Group level and of its own area of responsibility.

The companies in the Metsä Group paid members of the Executive Management Team (excluding the President and CEO) a total of EUR 3,626,964 in salaries and fees in 2011.

LONG-TERM INCENTIVES

SHARE OWNERSHIP SYSTEM FOR THE EXECUTIVE MANAGEMENT TEAM

A part of the members of the Metsä Group Executive Management Team have established a company named Metsäliitto Management Oy. Mika Joukio and Timo Karinen from the Group Executive Management Team are not participants in Metsäliitto Management.

Through the company, the management has invested EUR 3,850,000 of their own funds in Metsä Board Corporation's B shares. In addition, some of the investments of the company in Metsä Board's B shares have been financed by a loan granted by Metsäliitto Cooperative. The management themselves shoulder the ownership risk for the investment they make in the system. The purpose of the system is to encourage members of the Executive

Management Team to acquire and own Metsä Board's B shares and, through this, to increase the shareholder value of Metsä Group in the long term and support the achievement of the Group's strategic objectives.

The loan granted by Metsäliitto Cooperative will be repaid in its entirety by 31 March 2014. If the validity of the system is continued one year at a time in 2013, 2014, 2015 or 2016, the loan period will be extended correspondingly. Metsäliitto Management has the right to repay the loan prematurely at any time. Metsäliitto Management is obligated to repay the loan prematurely by selling the Metsä Board shares it holds if the stock exchange price of Metsä Board's B share exceeds a certain level defined in the system for an extended period of time.

The system will remain in force until the end of 2013 and beginning of 2014, at which time the intention is to dismantle the system in a manner to be decided later. The system will be extended one year at a time if, in October–November 2013, 2014, 2015 or 2016, the stock exchange price of Metsä Board's B share is lower than the average price at which Metsäliitto Management acquired Metsä Board's B shares it owns. The assignment of Metsä Board's B shares owned by Metsäliitto Management is restricted during the validity of the system. As a rule, the ownership of members of the Executive Management in Metsäliitto Management will remain in force until the dismantling of the system. If a member of the Executive Management Team resigns before the dismantling of the system, he/she is repaid the funds invested, but not any potential increase in value. If the system shows a loss, a resigning member of the Executive Management Team only receives a calculated share of the capital.

As of August 2010, the share ownership system has replaced the previous share-based incentive scheme for 2008–2010, under which the other management has continued. Members of the Executive Management Team were not entitled to a potential share reward according to the old share-based incentive scheme for year 2010.

A total of 6,790,887 M-real's B shares have been acquired through Metsäliitto Management, of which the President and CEO indirectly owns 1,763,867 shares and the other members of the Executive Management Team indirectly own 5,027,020 shares.

SHARE-BASED INCENTIVE SCHEME FOR EXECUTIVES

Share-based incentive scheme for 2011–2015:

The Board of Directors has accepted a share-based incentive scheme for Metsä Group's executives for the years 2011–2015. The first earning period which lasts three years is from 2011 to 2013. The Board of Directors of Metsäliitto Cooperative shall determine the executives who belong to the target group and their maximum rewards at the beginning of every three-year earning period. The maximum reward is expressed as a number of shares. Attaining the targets established for an earning period determines the proportion of the maximum reward that shall be paid to the executives. Any reward will be paid partially in Metsä Board Corporation's shares and partially in cash. The amount paid in cash covers the taxes and tax-like charges resulting from the reward. The shares cannot be transferred during a commitment period of two (2) years. The reward will not be paid if the person's employment has terminated before the payment of the reward. In addition, any rewards that have been paid must be returned if the person's employment is terminated as a result of the person being dismissed or giving notice within two (2) years of the end of an earning period. The possible reward from the earning period of 2011–2013 is based on the development of Metsä Group's equity ratio, return on capital employed (ROCE), and earnings before interest and taxes (EBIT). The reward from the earning period equates in value the maximum of altogether approximately 4.7 million in Metsä Board's B shares including the share payable in cash (including the rewards of Metsä Board's share-based incentive scheme).

Share-based incentive scheme for 2008–2010: The previous share-based incentive scheme for 2008–2010 offered the target group an opportunity to receive Metsä Board Corporation's B shares as a reward for the attainment of the objectives of three (3) earning periods each comprising one (1) calendar year. The amount of reward paid from the share-based incentive scheme was tied to Metsä Group's performance development and on its ground the reward of the scheme in 2010 was 133 595 in Metsä Board's B shares (including the rewards of Metsä Board's share-based incentive scheme).

Those members of Metsäliitto Group's Executive Management Team participating in

Metsäliitto Management Oy were not entitled to the rewards of the share-based incentive scheme for the financial period 2010. The share-based incentive scheme ended at the end of year 2010 and rewards based on it are no longer paid. The scheme has been dissolved in spring 2011.

Additional information on the share-based incentive scheme is given on item 36 on Notes to the accounts.

MANAGEMENT PENSION ARRANGEMENTS

Members of the Group's Executive Management Team fall within the scope of the Finnish Employees' Pensions Act. It provides pension security based on the period of service and earned income as provided in the Act. In the Finnish earnings-related pension system, basic salary, remuneration and taxable fringe benefits are included in earned income, but not income from options and management's share-based incentive systems.

PENSION ARRANGEMENTS OF THE PRESIDENT AND CEO

The President and CEO has a separate pension agreement with a retirement age of sixty (60), as a rule. The President and CEO's maximum level of pension is 60% of the total salary under the Employees' Pensions Act, calculated on the basis of the five-year period preceding retirement. In 2011, the annual contribution of the President and CEO's benefit-based pension scheme was 77.5% of the total salary and remuneration paid by Metsä Group companies to the President and CEO. If the contract of the President and CEO should terminate before retirement age, he/she is entitled to a paid-up policy.

MANAGEMENT PENSION ARRANGEMENTS

The members of the Group's Executive Management Team have a separate benefit-based pension agreement with a retirement age of sixty-two (62) years. The level of pension is 60% of the total salary under the Employees' Pensions Act, calculated on the basis of the five-year period preceding retirement. If the employment relationship with Metsä Group ends before retirement age, a member of the Executive Management Team is entitled to a paid-up policy.

METSÄLIITTO COOPERATIVE'S REPRESENTATIVE COUNCIL

Members of the Metsäliitto Cooperative elect a Representative Council from among the members every four years through mail elections. The Representative Council is the highest decision-making body.

AIKKINEN ILMARI	Farmer	Mynämäki	NIEMELÄ HENRY	Farmer	Lapua
ALATALO MATTI	Farmer	Soini	NYLUND MATS	Farmer	Pedersöre
EEVA TOIVO	Farmer	Kauhajoki	NYSSÖNEN OLLI-PEKKA	Chauffeur	Pielavesi
HAUKILAHTI TAPANI	Farmer	Veteli	PEKONEN KARI	Rural entrepreneur	Parikkala
HÄPPÖLÄ HEIKKI	Farmer	Orimattila	PURHONEN PETRI	Farmer	Enonkoski
IDSTRÖM EERO	Farmer	Kiuruvesi	PYYKKÖNEN RAUNO	Forestry technician	Suomussalmi
ISOMUOTIA HARRI	Farmer, M.Sc. (For.)	Hämeenkyrö	RAININKO TUOMO	Farming and forestry entrepreneur	Jämijärvi
JUUTILAINEN JUUKA	Farming and forestry entrepreneur	Juva	RAITALA JUHA	Farmer	Loimaa
JUVONEN MATTI	Pensioner	Joensuu	RAUTIOLA ANTTI	Farmer	Oulainen
KALLUNKI HEIKKI	Physiotherapist	Kuusamo	RYYMIN JAAKKO	Farmer	Iisalmi
KANANEN JUSSI	Farmer, agrologist	Viitasaari	RÄSÄNEN TAUNO	Entrepreneur	Tuusniemi
KANGAS ERKKI	Agricultural entrepreneur	Harjavalta	SAVOLAINEN JYRKI	Farmer	Laukaa
KESKINEN SAKARI	Farmer	Mänttä	SIPOLA ATSO	Farmer	Oulu
KESKISARJA HANNU	Farmer	Nivala	SIRVIÖ ANTTI	Farming entrepreneur	Kemijärvi
KIVENMÄKI ARI	Agrologist, farmer	Kuortane	SNELLMAN VELI	M.Sc (For.)	Helsinki
KIVIRANTA ESKO	Farmer, senior lawyer	Sauvo	STORSJÖ BO	Farmer	Kristiinankaupunki
KOSKINEN JAAKKO	Farmer	Hamina	TIENHAARA ASKO	Farmer	Alajärvi
KUISMA JAAKKO	Agrologist	Urjala	TOLVANEN MATTI	Farmer, forestry technician	Varkaus
KUIVALAINEN KYÖSTI	Rural entrepreneur	Lieksa	TUOMINEN PASI	Rural manager, farmer	Eura
LAINENOJA JARI	Agronomist, farmer	Huittinen	TUPPI VELI-MATTI	Farmer, entrepreneur	Laihia
LAITINEN PIRKKO	Agrologist	Utajärvi	TURTIAINEN MATTI	Journalist, farmer	Kerimäki
LAMMINSALO ASKO	Rural entrepreneur	Rääkkylä	UOTILA KIRSI	Forestry entrepreneur	Helsinki
LAUTTIA PETRI	Farmer	Hämeenlinna	UUSITALO ILKKA	Farmer	Salo
LEVÄNEN PERTTI	Senior policeman	Pieksämäki	VAPANIEMI JUUKA-PEKKA	Forestry services entrepreneur	Nurmijärvi
LUNTTILA TOMMI	Farming and forestry entrepreneur	Äänekoski	WASBERG JOHAN	Forestry engineer	Mustasaari
LYÖMIÖ MATTI	Agrologist	Mäntyharju	WASSTRÖM ANDERS	Farming entrepreneur	Raasepori
LÄNGGÅRD THOMAS	Farmer	Maalahti	VUORELA ERKKI	Rural manager	Salla
MÖRRI TIINA	Forestry entrepreneur	Virrat	VUORENMAA HEINO	Forestry entrepreneur	Haapavesi
MURTO PENTTI	Agrologist	Tampere	VÄÄNÄNEN MARTTI	Farmer	Sillinjärvi
MÄKINEN PIRJO	Forestry entrepreneur	Petäjävesi	YLITALO MARTTI	Farmer	Ii
NEVAUORI JARI	Development manager, farmer	Uusikaupunki	YLÄ-OUTINEN PÄIVI	Farmer	Lappeenranta

METSÄLIITTO COOPERATIVE'S SUPERVISORY BOARD

The Supervisory Board's duty is to supervise the appropriate management of the Metsäliitto Cooperative in compliance with the relevant regulations, the Supervisory Board's decisions, and in the interests of Metsäliitto Cooperative. It also supervises the implementation of the Representative Council's decisions and elects Metsäliitto Cooperative's Board of Directors.

CHAIRMAN					
HANNU JÄRVINEN	Agronomist	Janakkala			
DEBUTY CHAIRMAN					
JUHA PAAJANEN	Farmer	Punkaharju			
MEMBERS					
BJÖRKENHEIM JOHAN	Farmer	Isokyrö	LINDQVIST HANS-ERIK	M.Sc. (For.), town manager	Närpiö
EKMAN EERO	Rural secretary	Paimio	LINNARANTA JUSSI	Agronomist	Kuopio
HATVA TEUVO	Forestry entrepreneur	Kajaani	MIKKOLA ANTTI-JUSSI	Farmer	Pälkäne
HIRVONEN VILLE	Agrologist	Rääkkylä	NIKULA TIMO	Agrologist	Laitila
HONGISTO ARTO	Farmer	Liminka	PALOJÄRVI MARTTI	Farmer	Vihti
ISOTALO ANTTI	Farmer	Kauhava	RUUTH MAURI	Agrologist	Mikkeli
JUNTTILA RISTO	Executive manager	Kemijärvi	SIPONEN AHTI TAPANI	Bank manager	Kiuruvesi
JUUSELA ILKKA	Talousneuvos (Finnish honorary title)	Sastamala	STORE OLAV	Farmer	Kokkola
JÄÄRNI ANTTI	Farmer	Simo	TOLONEN MIKKO	Farmer	Suomussalmi
KILPINEN AARRE	M.Sc. (Techn), M.Sc. (Econ.)	Helsinki	VAINIONPÄÄ ERKKI	Farmer	Töysä
KINNUNEN ESKO	Farmer	Pieksämäki	VANHATALO JUKKA	Farmer	Siikainen
KULMALA AIRI	Project coordinator, farmer	Nousiainen	ÄIJÖ MATTI	Forestry engineer	Ikaalinen
KUUTTI PETRI	Farmer	Kouvola	HEINOLA SEIJA	Chief shop steward	Raasepori
KÄSSI TIMO	Agrologist	Uurainen	KESKINEN MATTI	Purchasing supervisor	Nastola
LAPPALAINEN JUKKA	Farmer	Pielavesi	KOLJONEN TIMO	System specialist	Helsinki
LASSILA HANNU	Farmer	Veteli	NURMI MIKKO	Project engineer	Oripää
PERSONNEL REPRESENTATIVES					
SEIJA HEINOLA	Chief stop steward	Lohja			
MATTI KESKINEN	Purchasing supervisor	Nastola			
TIMO KOLJONEN	System specialist	Espoo			
MIKKO NURMI	Project engineer	Kyö			

METSÄLIITTO COOPERATIVE'S BOARD OF DIRECTORS

MARTTI ASUNTA

Born 1955

M.Sc. (Forestry), Metsäneuvos (Finnish honorary title)

Board member since 2005
Chairman of the Board since 2008

- Huoneistokeskus Oy, *Branch Manager (2003–2005)*
- Municipality of Kuru, *Project Manager (2001–2003)*
- Kiinteistötoimisto Martti Asunta LKV, *entrepreneur (1995–)*
- Suomen Yhdyspankki, *Bank manager (1993–1995)*
- Tampere Regional Savings Bank (SSP), *Area Manager (1988–1993)*
- Federation of Forest Management Associations in Pohjois-Häme, *Field Manager, Executive Manager (1982–1988)*
- Metsä Board Corporation, *Vice Chairman of the Board (2008–)*
- Metsä Fibre Oy, *Member of the Board (2008–)*
- Metsä Tissue Corporation, *Member of the Board (2008–)*
- Pellervo-Seura ry, *Member of the Board (2008–), Chairman of the Board 2010–*

Participation in Metsäliitto

Cooperative: EUR 45,746

Shares in Metsä Board Corporation:
34,207 (B shares)



KARI JORDAN

Born 1956

M.Sc. (Econ.), Vuorineuvos (Finnish honorary title)

Member and Vice-Chairman of the Board since 2005

- President and CEO, *Metsä Group (2006–)*
- Metsäliitto Cooperative, *CEO (2004–)*
- Central Chamber of Commerce of Finland, *Chairman of the Board of Directors (2012–)*
- Finnish Industries EK, *Member of the Board of the Confederation (2005–), Vice Chairman (2009–2011)*
- Finnish Forest Industries Federation, *Chairman of the Board and the Board's Working Committee (2009–2011), Vice Chairman of the Board and member of the Board's Working Committee (2005–2009), Board member (2012–)*
- Metsä Board Corporation, *Chairman of the Board (2005–)*
- Metsä Tissue Corporation, *Chairman of the Board (2004–)*
- Metsä Fibre Oy, *Member of the Board (2004–), Chairman (2006–)*
- Holds several positions of trust in foundations and non-profit associations.

Participation in Metsäliitto Cooperative:

EUR 520

Shares in Metsä Board Corporation:

Direct holding 12 225 (B shares), indirect holding via Metsäliitto Management Oy 1,763,867 (B share), cf. Remuneration Statement page 124



MIKAEL AMINOFF

Born 1951

M.Sc. (Forestry)

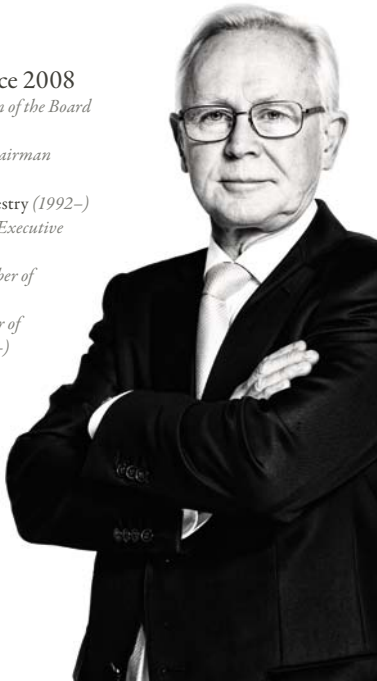
Member of the Board since 2008

- Eteläinen metsäreviiri, *Chairman of the Board (2000–2007)*
- Coastal forest owners' union, *Chairman (2004–2007)*
- Entrepreneur in farming and forestry (1992–)
- Länsi-Uudenmaan metsäreviiri, *Executive Manager (1980–1997)*
- Metsä Board Corporation, *Member of the Board (2010–)*
- Finnish Forestry Centre, *Member of the coastal regional council (2010–)*

Participation in Metsäliitto

Cooperative: EUR 42,226

Shares in Metsä Board Corporation:
30,149 (B shares)



EINO HALONEN

Born 1949

M.Sc. (Econ.), Rahoitusneuvos
(Finnish honorary title)

Member of the Board since 2006

- Suomi Mutual Life Assurance Company, *Managing Director (2000–2007)*
- Pohjola Life Assurance Company Ltd, *Managing Director (1998–1999)*
- Merita Nordbanken, *Executive Vice President, Regional Bank Manager (1998)*
- Merita Bank Ltd, *Director and member of the Management Board (1996–1997)*
- Kansallis-Osake-Pankki (1971–1995)
- Cramo Oyj, *Vice Chairman of the Board (2003–)*
- YIT, *Member of Board (2000–2012), Chairma of the Audit Committee (2004–2012), member of the Nomination and Rewards Committee (2008–2012)*

Participation in Metsäliitto

Cooperative: EUR 2,738

Shares in Metsä Board Corporation:
No ownership



ARTO HILTUNEN

Born 1958

M.Sc. (Econ.)

Member of the Board since 2007

- SOK Corporation, *CEO and Chairman of the Board (2007–2009)*
- Helsinki Cooperative Society Elanto (2004–2007), *Managing Director, Chairman of the Board (2005–2007), Cooperative Elanto, following the merger decision, Managing Director (2003)*
- Helsinki Cooperative Society HOK, *Managing Director, Chairman of the Board (1998–2003)*
- Veho Group Oy AB, *member of the Board (2011–)*
- Talent Partners Oy, *member of the Board (2010–)*
- Metsä Tissue Corporation, *member of the Board (2010–)*
- SRV Group Plc, *member of the Board (2010–)*
- Iteella Corporation, *member of the Board (2010–), Chairman (2011–)*
- Jenny and Antti Wihuri Foundation, *Member of the Board of (2010–)*

Participation in Metsäliitto

Cooperative: EUR 1,040

Shares in Metsä Board

Corporation: 400 (A shares)



SAINI JÄÄSKELÄINEN

Born 1959

Entrepreneur in farming and forestry

Member of the Board since 2005

- Central Finland Central Hospital, *anaesthetic nurse (1986–1988), midwife (1989–1998)*
- Korpilahti Cooperative Bank, *Member of the Supervisory Board (2008), member of the Board (2009–)*
- Vapo Oy, *Member of the Board (2005–2009)*

Participation in Metsäliitto Cooperative:

EUR 65,010

Shares in Metsä Board Corporation:

2,678 (B shares)



JUHA PARPALA

Born 1967

Agrologist

Member of the Board since 2009

- Farmer (1994–)
- Simon Turvejaloste Oy, *member of the Board (2011–)*
- Metsäliitto Cooperative, *District Committee (1997–), member of the Supervisory Board (2001–2008)*
- Osuuskunta Pohjolan Maito, *member of the Board (2006–2007)*
- Osuuskunta Lapin Maito, *member of the Representative Council (1998–2006)*
- Simo Forest Management Association, *Vice Chairman of the Board (1995–1996)*
- Länsi-Pohja Forest Management Association, *Member of the Board (1998–2004)*

Participation in Metsäliitto Cooperative: EUR 11,928

Shares in Metsä Board Corporation: 1,000 (B shares)



TIMO SAUKKONEN

Born 1967

M.Sc. (Agriculture and Forestry)

Member of the Board since 2007

- Farmer (1992–)
- Pellervo Confederation of Finnish Cooperatives, *Member of the Delegation (2008–)*
- Simpele Cooperative Bank, *Member of the Supervisory Board (2000–)*
- Different positions of trust in Metsäliitto (1995–)

Participation in Metsäliitto Cooperative: EUR 52,010

Shares in Metsä Board Corporation:

3,699 (B shares)



ANTTI TUKEVA

Born 1953

Agronomist

Member of the Board since 2009

- Osuuskunta Maitosuomi, *CEO (2007–)*
- Osuuskunta Normilk, *CEO (1994–)*
- Osuuskunta Maitojaloste, *CEO (1991–2006)*
- Farming and forestry Kukkala farm (1985–)
- Positions of trust in agrifood organisations
- Lakeus Local Insurance Mutual Company, *Vice Chairman of the Board (2006–)*

Participation in Metsäliitto Cooperative:

EUR 12,445

Shares in Metsä Board Corporation:

1,000 (B shares)



METSÄ GROUP'S EXECUTIVE MANAGEMENT

31 MARCH 2012

KARI JORDAN

Born 1956

President and CEO,
Metsä Group
M.Sc. (Econ.), Vuorineuvos
(Finnish honorary title)



Member of the Executive Management Team since 2005

- President and CEO, *Metsä Group* (2006–)
 - Metsäliitto Cooperative, *CEO* (2004–)
 - Central Chamber of Commerce of Finland, *Chairman of the Board of Directors* (2012–)
 - Finnish Industries EK, *Member of the Board of the Confederation* (2005–), *Vice Chairman* (2009–2011)
 - Finnish Forest Industries Federation, *Chairman of the Board and the Board's Working Committee* (2009–2011), *Vice Chairman of the Board and member of the Board's Working Committee* (2005–2009), *Board member* (2012–)
 - Metsä Board Corporation, *Chairman of the Board* (2005–)
 - Metsä Tissue Corporation, *Chairman of the Board* (2004–)
 - Metsä Fibre Oy, *Member of the Board* (2004–), *Chairman* (2006–)
 - Holds several positions of trust in foundations and non-profit associations.
- Participation in Metsäliitto Cooperative:
EUR 520
- Shares in Metsä Board Corporation:
Direct holding 12 225 (B shares), indirect holding via Metsäliitto Management Oy 1,763,867 (B share), cf. Remuneration Statement page 124

HANNU ANTILA

Born 1955

Executive Vice President,
Strategy, Metsä Group
M.Sc. (Econ.)



Member of the Executive Management Team since 2005

- Metsä Group, *Executive Vice President, Strategy* (2006–)
 - M-real Corporation, *CEO* (2005–2006)
 - Metsäliitto Group, *Chief Financial Officer* (2003–2004)
 - Metsä Tissue Corporation, *CEO* (1998–2003)
 - Previously various management positions with Metsä-Botnia (now Metsä Fibre) and Metsä Serla Corporation (now Metsä Board)
 - Metsä Group Financial Services Ltd, *Chairman of the Board* (2010–)
 - Pohjolan Voima Oy, *Member of the Board* (2009–)
 - Tapiola Mutual Life Assurance Company, *Member of the Advisory Board* (2011–)
 - Teollisuuden Voima Oy, *Member of the Board* (2007–)
 - Metsä Tissue Corporation, *Member of the Board* (2004–)
 - Metsä Fibre Oy, *Member of the Board* (2004–)
- Participation in Metsäliitto Cooperative:
No ownership
- Shares in Metsä Board Corporation:
No direct holding, indirect holding via Metsäliitto Management Oy 617,353 (B share), cf. Remuneration Statement page 124

MIKKO HELANDER

Born 1960

CEO, Metsä Board Corporation
M.Sc. (Eng.)

Member of the Executive Management Team since 2006

- Metsä Board Corporation, *CEO* (2006–)
 - Previously CEO of Metsä Tissue Corporation and various management positions in Valmet and Metso Groups
 - Metsä Fibre Oy, *Member of the Board* (2009–)
- Participation in Metsäliitto Cooperative:
No ownership
- Shares in Metsä Board Corporation:
No direct holding, indirect holding via Metsäliitto Management Oy 881,933 (B share), cf. Remuneration Statement page 124



ILKKA HÄMÄLÄ

Born 1961

CEO, Metsä Fibre Oy
M.Sc. (Eng.)

Member of the Executive Management Team since 2008

- Metsä Fibre Oy, *CEO* (2008–)
 - Has previously held various management positions in Metsä-Botnia (now Metsä Fibre)
 - Finnish Forest Industries Federation, *Vice-Chairman of the Board and the Board's Working Committee* (2012–)
 - Finnish Forest Industries Federation, *Member of the Competitiveness Committee* (2009–)
 - Board of Pohjolan Voima Oy, *Deputy member* (2009–)
 - Ilmarinen Mutual Pension Insurance Company, *Member of the Supervisory Board* (2009–)
 - Excellence Finland, *Member of the Delegation* (2008–)
- Participation in Metsäliitto Cooperative:
No ownership
- Shares in Metsä Board Corporation: *No direct holding, indirect holding via Metsäliitto Management Oy 617,353 (B share), cf. Remuneration Statement page 124*



MIKA JOUKIO

Born 1964

CEO, Metsä Tissue Corporation
M.Sc. (Eng), MBA

Member of the Executive Management Team since 2012

- Metsä Tissue Corporation, *CEO (1 February 2012–)*
- M-real Corporation (now Metsä Board), *SVP, Head of Consumer Packaging (2006–2012)*
- Various positions in management tasks at Metsä-Serla and M-real (now Metsä Board) since 1990

Participation in Metsäliitto Cooperative: *No ownership*
Shares in Metsä Board Corporation: *34,345 (B share)*



ESA KAIKKONEN

Born 1969

General Counsel, Metsä Group
LLM

Member of the Executive Management Team since 2008

- Metsä Group, *General Counsel (2003–)*
- Metsäliitto Group, *Legal counsel (2000–2003)*
- Metsä-Serla Corporation (now Metsä Board Corporation), *Legal counsel (1998–2000)*
- Confederation of Finnish Industries EK, *Member of the legal committee (2007–)*

Participation in Metsäliitto Cooperative: *No ownership*
Shares in Metsä Board Corporation: *No direct holding, indirect holding via Metsäliitto Management Oy 440,967 (B share), cf. Remuneration Statement page 124*



TIMO KARINEN

Born 1966

Group Executive Vice President, Metsä Wood
M.Sc. (Eng.)

Member of the Executive Management Team since 2011

- Metsä Wood, *Group Executive Vice President (2011–)*
- Metsäliitto Wood Products Industry, *Senior Vice President, Solid Wood (2010–2011), Senior Vice President, Finance & Strategy (2006–2009)*
- Metsä-Botnia (now Metsä Fibre Oy), *Vice President, Business Development (2001–2006)*
- Previously various management positions at Dynea and Neste Chemicals

Participation in Metsäliitto Cooperative: *No ownership*
Shares in Metsä Board Corporation: *Direct holding 23,669 (B share)*



JUHA MÄNTYLÄ

Born 1961

Executive Vice President, Metsä Forest
M.Sc. (Agriculture and Forestry)

Member of the Executive Management Team since 2008

- Metsä Forest, *Executive Vice President (2008–)*
- Previously various positions in Metsäliitto Cooperative
- Previously various positions in Etelä-Pohjanmaa Forestry Centre and Enso Forest Development Ltd.
- Finnish Forest Industries Federation, *Chairman of the forest committee (2010–)*
- Finnish Forest Foundation, *member of the Board (2010–)*
- Thosca Holz GmbH, *member of the Board (2009–)*
- Oy Metsä-Botnia Ab, *member of the Board (2008–)*
- Finsilva Oyj, *member of the Board (2007–)*
- Kustens Skogscentral, *member of the Board (2003–)*

Participation in Metsäliitto Cooperative: *EUR 42,413.15*

Shares in Metsä Board Corporation: *No direct holding, indirect holding via Metsäliitto Management Oy 440,967 (B share), cf. Remuneration Statement page 124*



VESA-PEKKA TAKALA

Born 1966

Chief Financial Officer, Metsä Group
M.Sc. (Econ.)

Member of the Executive Management Team since 2010

- Metsä Group, *Chief Financial Officer (2010–)*
- Outotec Group, *Chief Financial Officer and Director of Finance (2006–2010), member of the management team, deputy to the CEO*
- Outokumpu Group, *Chief Financial Officer (2001–2006), member of the management team (2005)*
- Previously management positions in the financial administration of Outokumpu Group

Participation in Metsäliitto Cooperative: *No ownership*

Shares in Metsä Board Corporation: *No direct holding, indirect holding via Metsäliitto Management Oy 440,967 (B share), cf. Remuneration Statement page 124*

