Metsä Board's new *Lead the Pack* strategy

Capital markets update

29 April 2026

Content and Presentors

Metsä

How to win in permanently changing world?

Esa Kaikkonen,
CEO

Metsä

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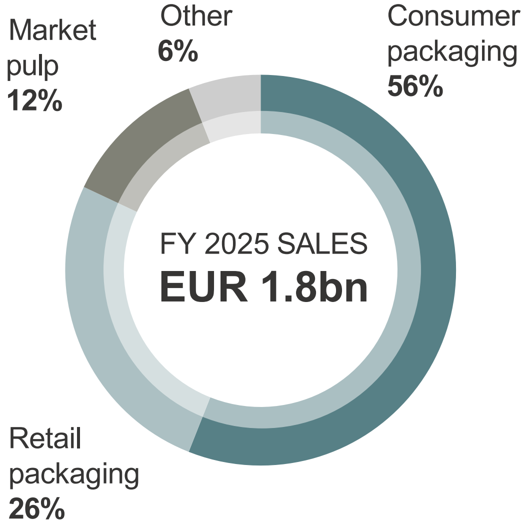
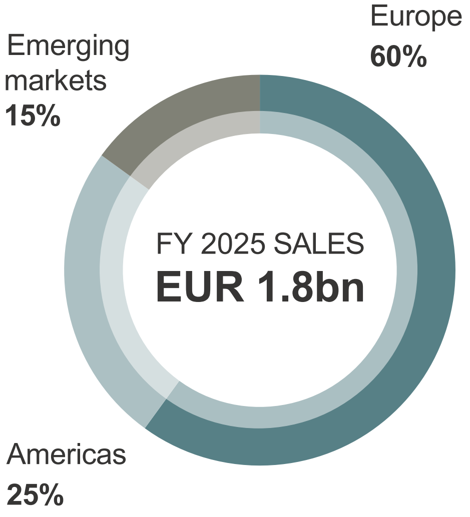
Metsä Board is part of Metsä Group – A strengthened, focused and competitive industrial platform

Metsä Board within Metsä Group

- Metsä Board owns 24.9% of Metsä Fibre, the world's leading producer of softwood market pulp
- Secured wood supply at scale: Metsä Group sourced ~30 million m³ of wood in 2025
- Metsä Group has invested over EUR 6 billion* since 2015 to expand capacity and strengthen competitiveness and mills' environmental performance

Metsä Board's revenue split by business area and geography (2025)





Paperboard capacity

2.1 million

tonnes/year

Pulp and BCTMP capacity

1.7 million

tonnes/year

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*Metsä Board: ~ EUR 1.8bn (including maintenance), Metsä Fibre: EUR 2.4bn

Our profitability **has been under pressure**

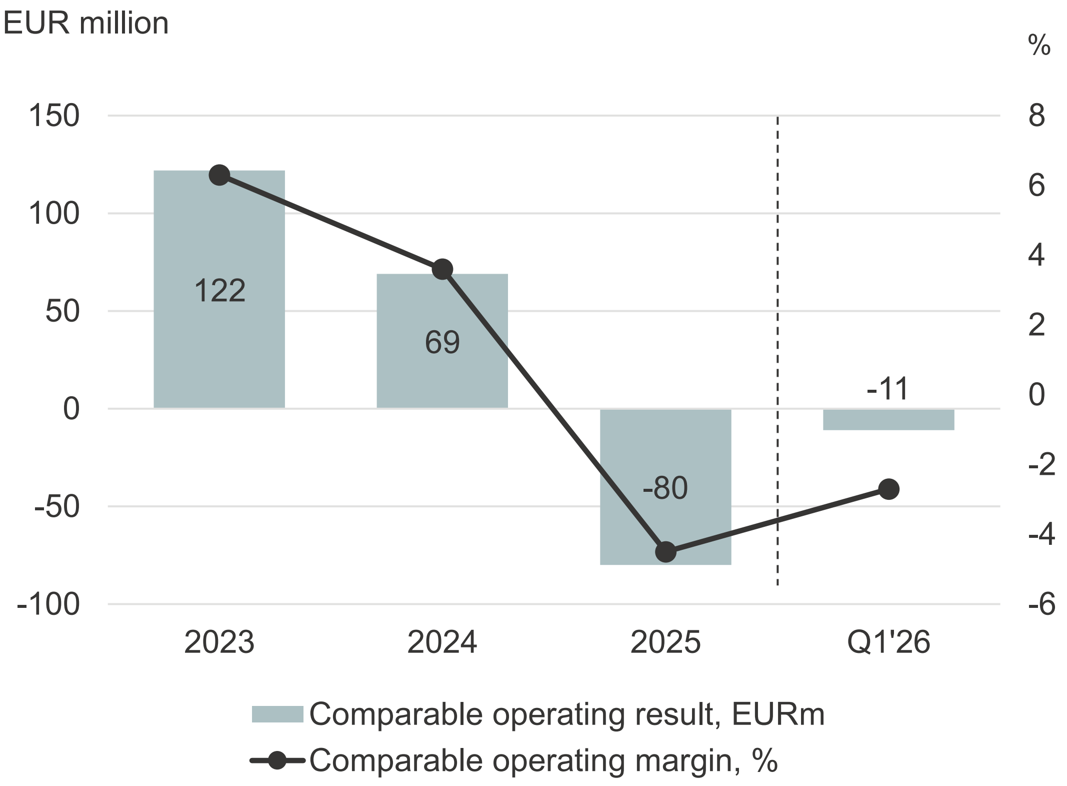
In 2025, corrective actions were implemented …

- transformation programme was launched,
- working capital management tightened,
- investment programmes discontinued,
- commercial strategy renewed
- Tako[1] mill was permanently closed

… with clear improvements

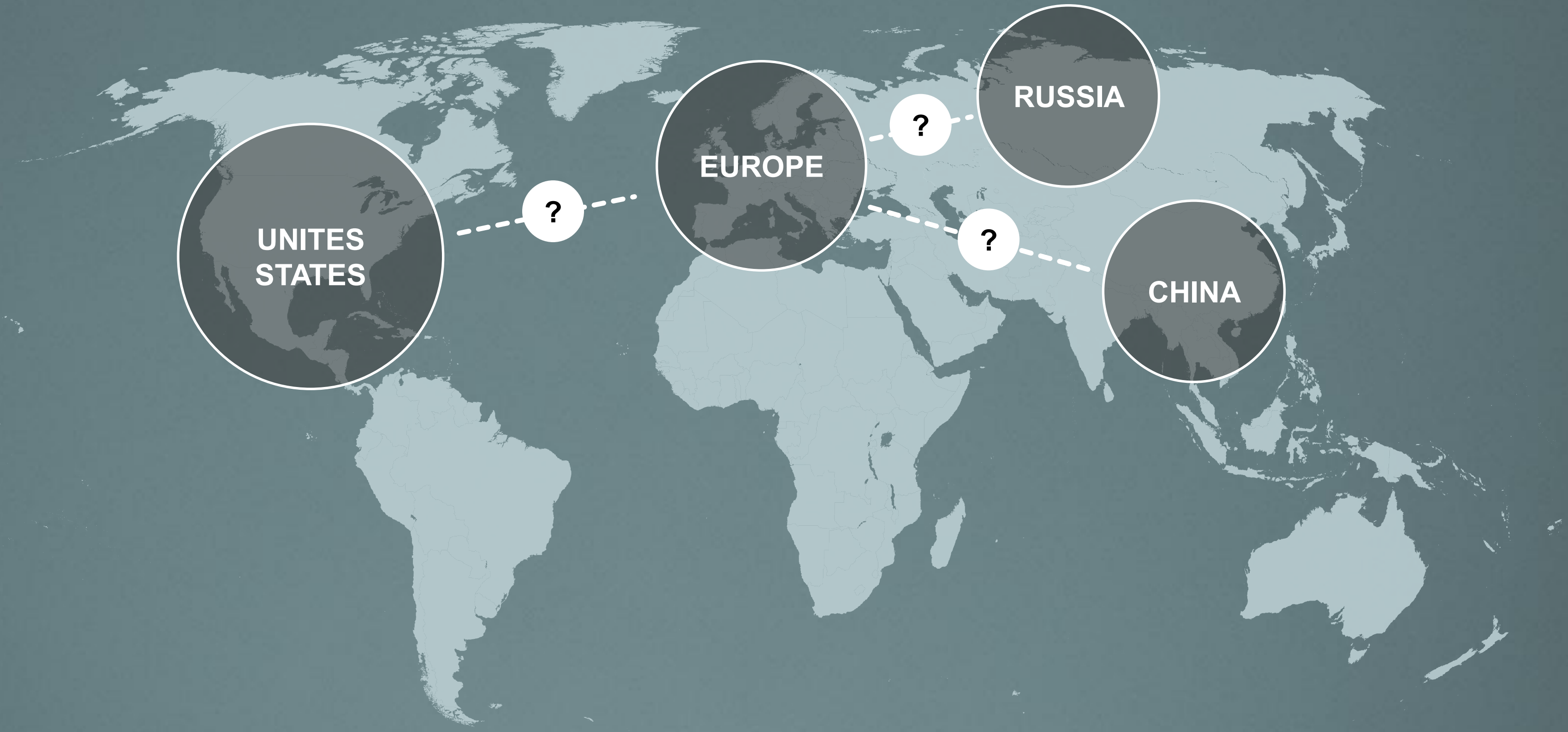
- EUR 300 million working capital reduction in H2’25 and strengthening cash flow
- transformation measures has delivered roughly EUR 100 million EBITDA improvement (run-rate) by the end of Q1’26

Comparable operating result and margin

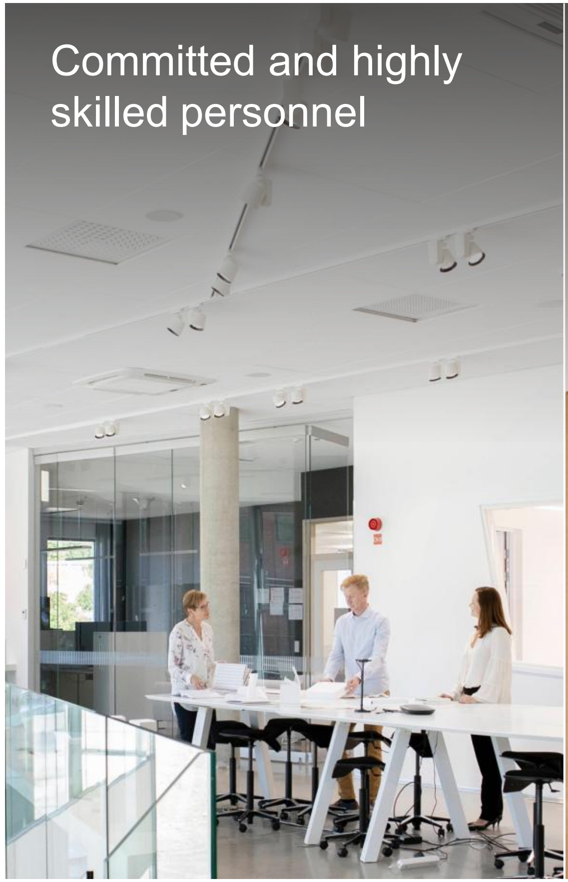


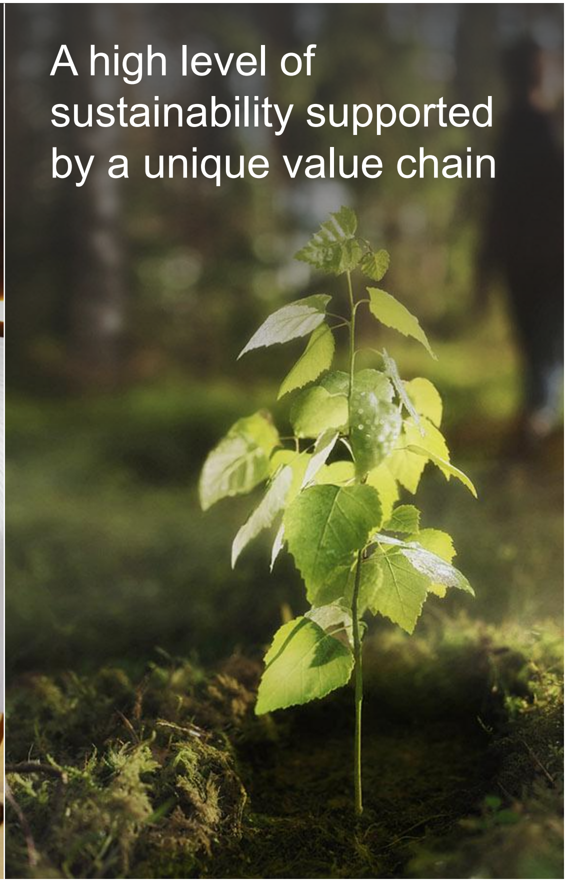
1) The mill’s folding boxboard capacity was 210 kt/year, and the closure is estimated to improve annual EBITDA by approximately EUR 30 million.

Uncertainty in the operating environment continues, **and global trade relations remain unpredictable**



Our strengths | **People, customers, know-how and sustainability**





Consumer behaviour, sustainability and regulation **are shaping the packaging market**

84% OF CONSUMERS

in Europe prefer paperboard over plastic

Growing demand for renewable, plastic-free packaging solutions, driven by climate and waste concerns

Pro Carton | Consumer Survey 2026

BRAND OWNERS

are committed to climate targets, recyclability and plastic reduction.

Packaging is key in Scope 3 emissions reduction.

Major brands covering 20% of plastic packaging commit to cut use of plastic (EMF Global Commitment)

PPWR 2026

PPWR starts to apply across the EU.

Drives shift to fibre-based, recyclable packaging.

EPR fees increasingly favour recyclable and material-efficient solutions.

PPWR: All packaging recyclable by 2030; deforestation-free fibre sourcing
EPR: Extended Producer Responsibility

Our new ambition is to **Lead the Pack**

Make an immediate profitability turnaround with future transformation toward a premium packaging solutions company

Immediate turnaround

Fit for Growth (starting 2026)

Profitability turnaround
– Stable performance and cashflow.

Profitable Growth (~2030)

Premium packaging solutions company
– Leading partner for premium consumer brand packaging.

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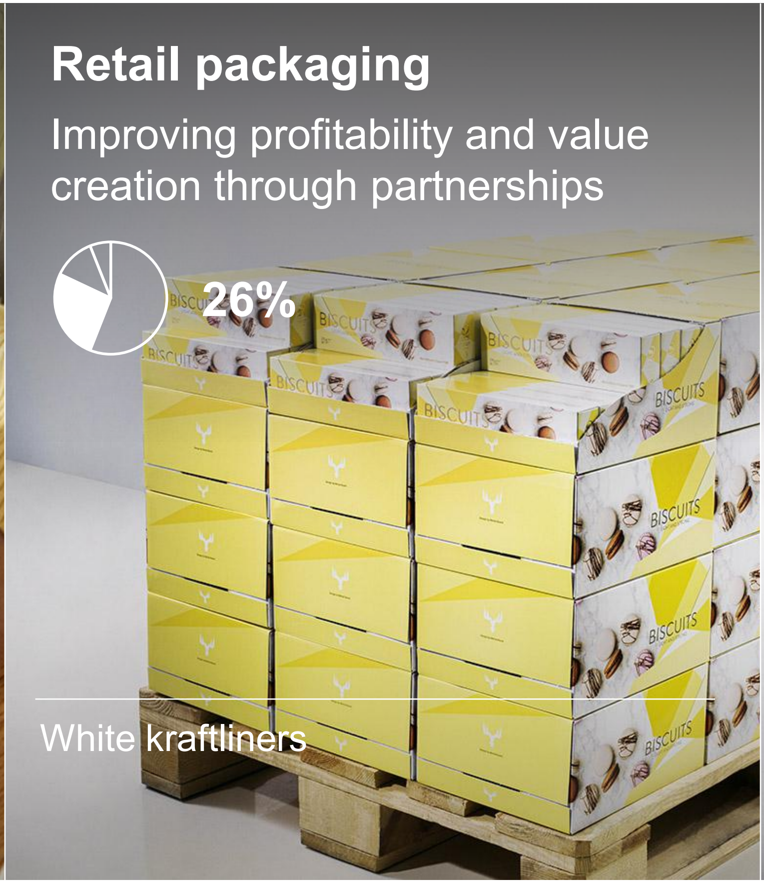
A clear portfolio focus and **related targets**

Consumer packaging

Targeting organic and inorganic growth

56%

Folding boxboards
Foodservice boards

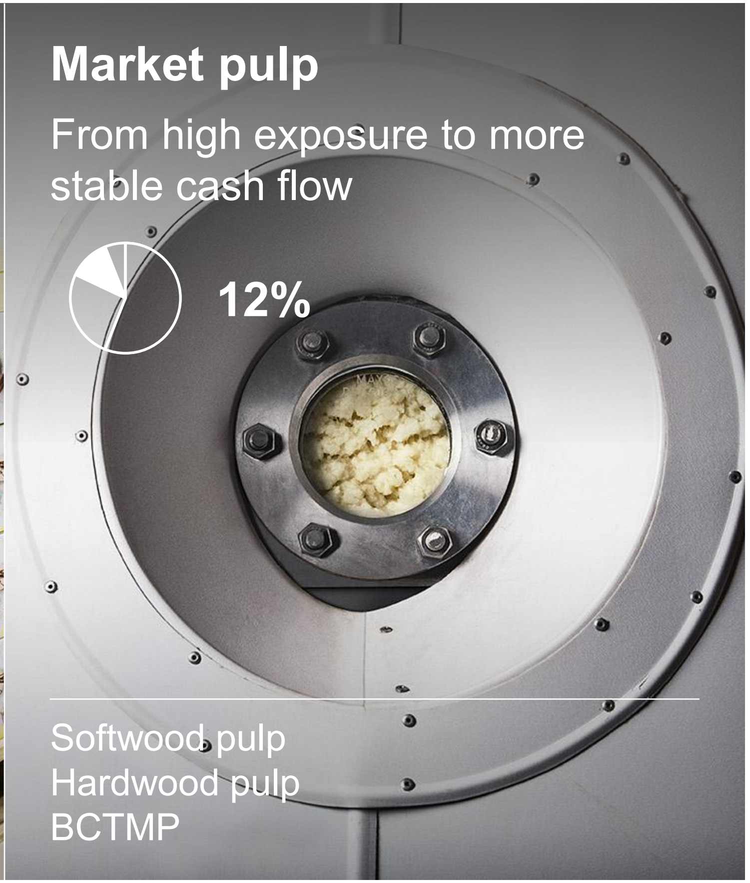


Retail packaging

Improving profitability and value creation through partnerships

26%

White kraftliners



Market pulp

From high exposure to more stable cash flow

12%

Softwood pulp
Hardwood pulp
BCTMP

Shares reflect the 2025 sales split. Other operations account for the remaining 6%.

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Executing the 4STRATEGY

SAFE	SHIFT	SCALE	STREAMLINE
Safety first culture **Forerunner in sustainability and quality**	**Courage to lead & transform**	**Customer centricity and growth**	**Profitability turnaround and continuous improvement**
TRIF ESG	People Power Index	CAGR in selected end-uses NPS for key accounts	EBITDA improvement OEE ONWC

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Well-invested assets and agile supply for long-term partnerships

Laura Remes, SVP,
Production and Supply Chain

Strong production fundamentals ready to scale performance

SAFE

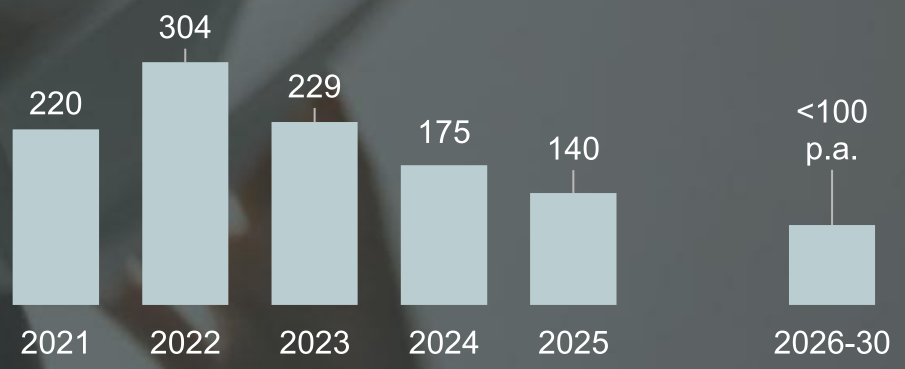
Safety first culture

Forerunner in sustainability and quality

STREAMLINE

Profitability turnaround and continuous improvement

Investments, EUR million
Actual in 2021-2025, estimated in 2026-2030



In 2020-2025 investments strengthening growth, competitiveness and energy efficiency worth

EUR 1 billion

Backed by associated company Metsä Fibre’s investments in pulp

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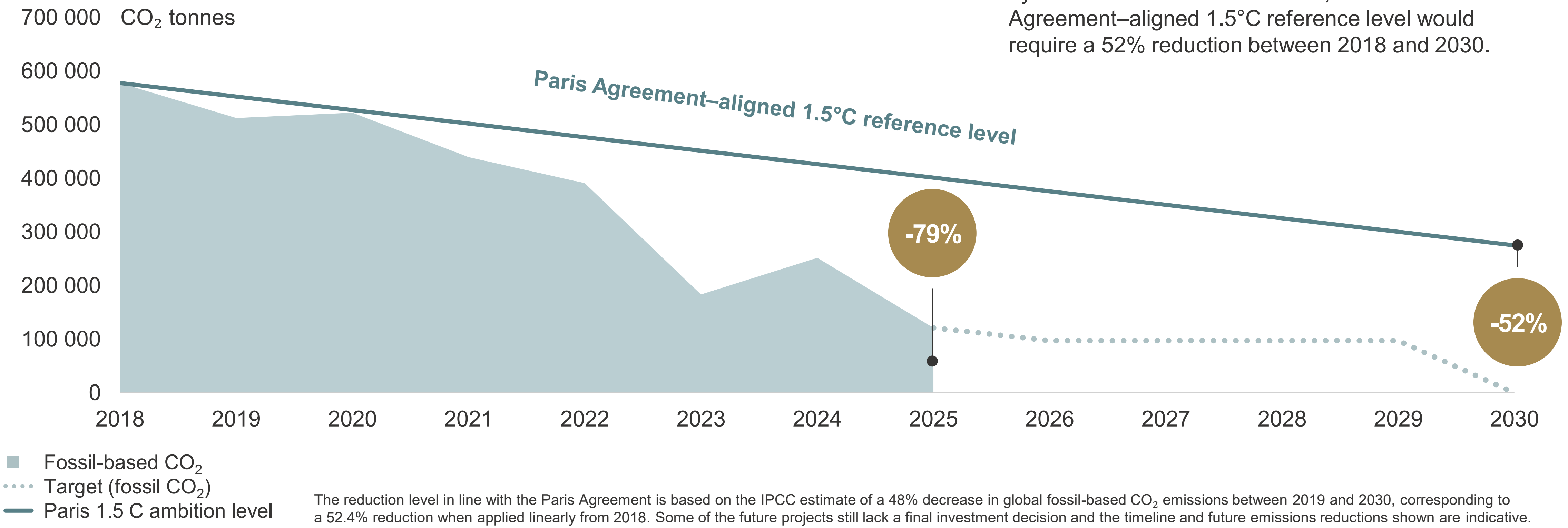
SAFE Minimal fossil fuel exposure reduces volatility and operational risk: 93% of Metsä Board's energy use is fossil-free

Metsä Board's fossil-based CO_2 emissions (Scopes 1&2)

Metsä Board's fossil-based CO_2 emissions decreased by 79% between 2018 and 2025, while the Paris Agreement–aligned 1.5°C reference level would require a 52% reduction between 2018 and 2030.



The reduction level in line with the Paris Agreement is based on the IPCC estimate of a 48% decrease in global fossil-based CO_2 emissions between 2019 and 2030, corresponding to a 52.4% reduction when applied linearly from 2018. Some of the future projects still lack a final investment decision and the timeline and future emissions reductions shown are indicative.

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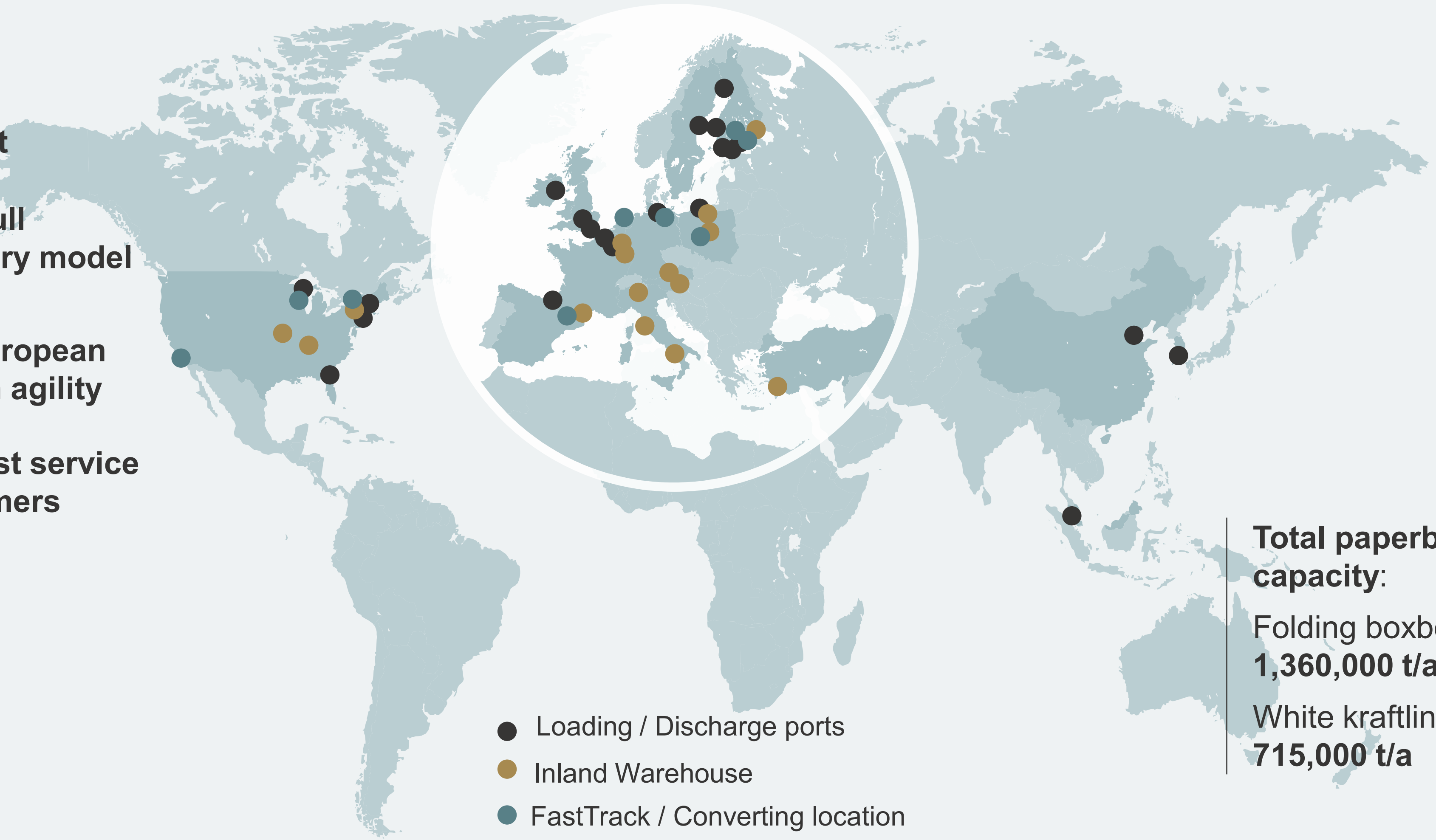
Operational service excellence
driving profitability and reliability

OEE improvement

On-time-in-full (OTIF) delivery model

Improved European supply chain agility

Local and fast service to US customers



Total paperboard capacity:

Folding boxboard (FBB): **1,360,000 t/a**

White kraftliner (WKL): **715,000 t/a**

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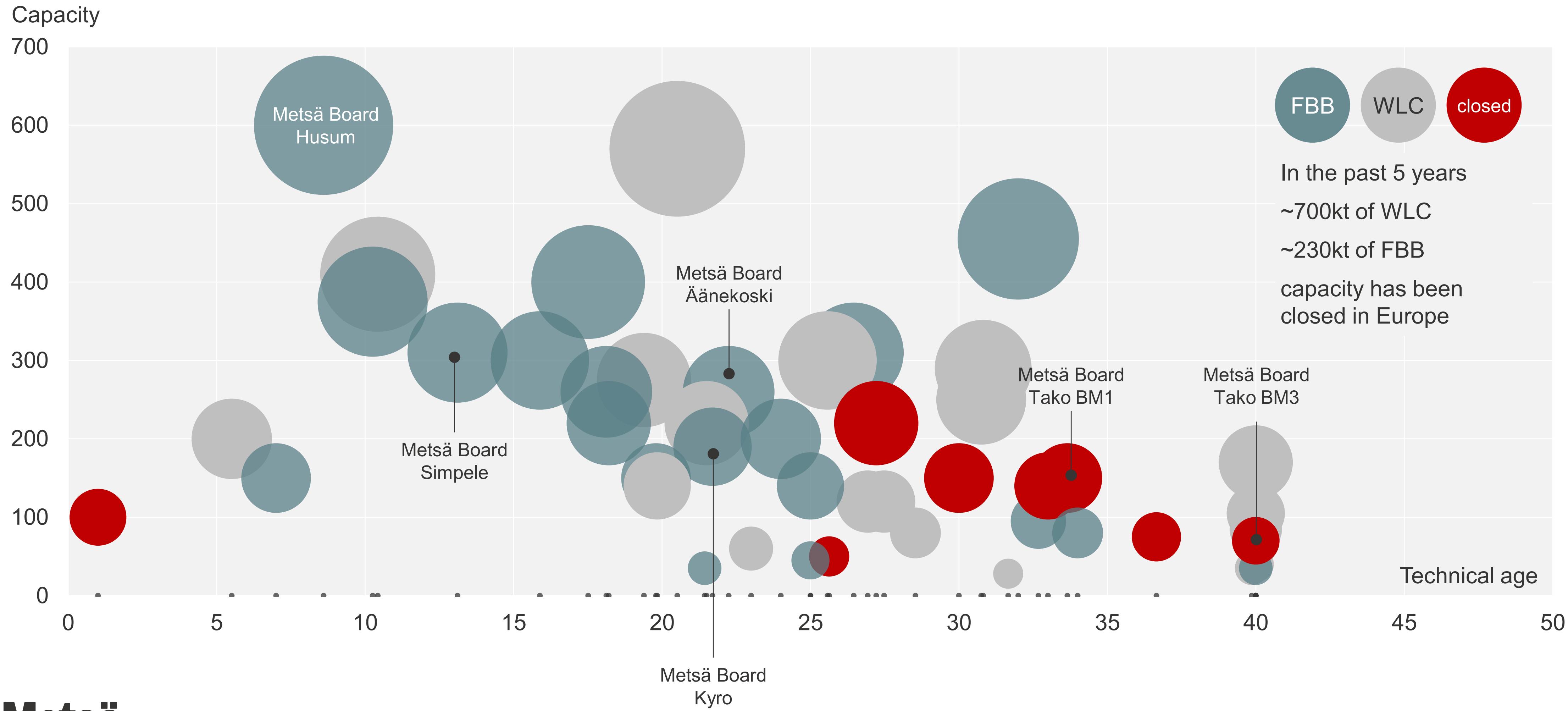
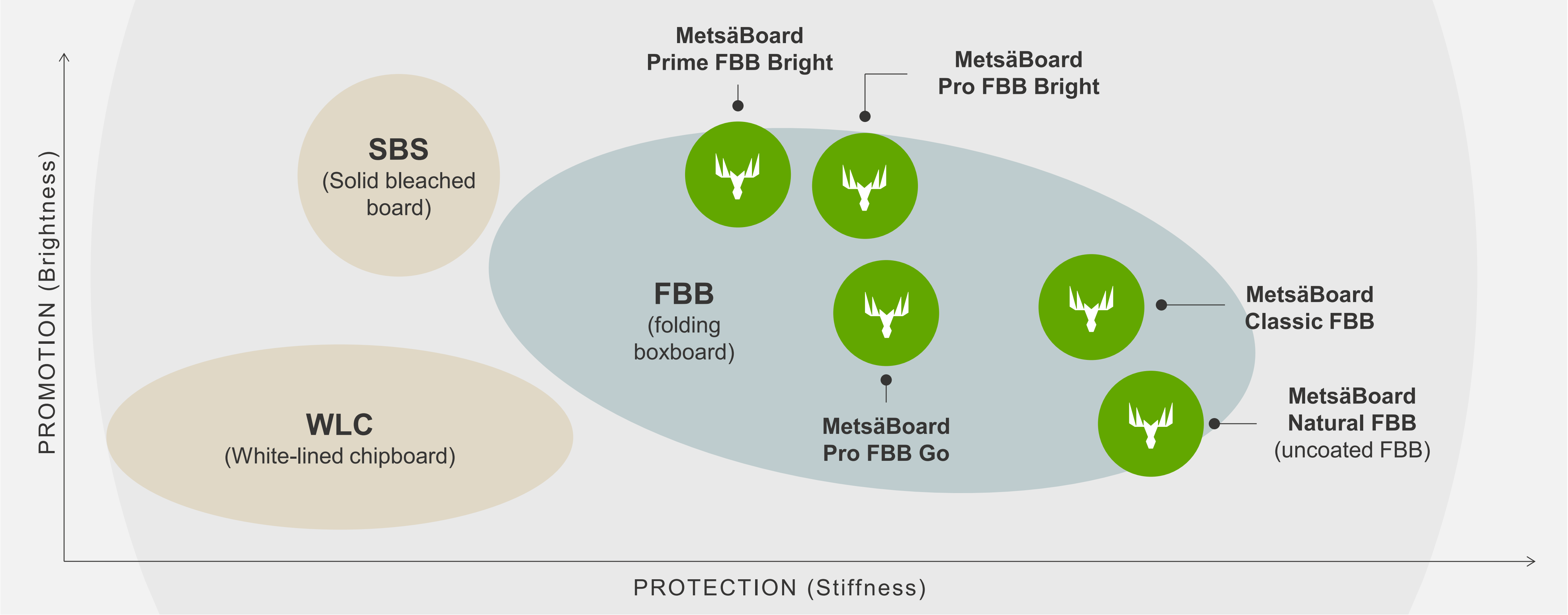
Metsä Board well positioned within cartonboard mills – reframing competitiveness towards customers



Source: AFRY

Winning where protection and promotion matter most – Full spectrum of opportunities with lightweighting



Growth with consumer packaging – increasing customer value

Erja Hyrsky, SVP,
Commercial Operations

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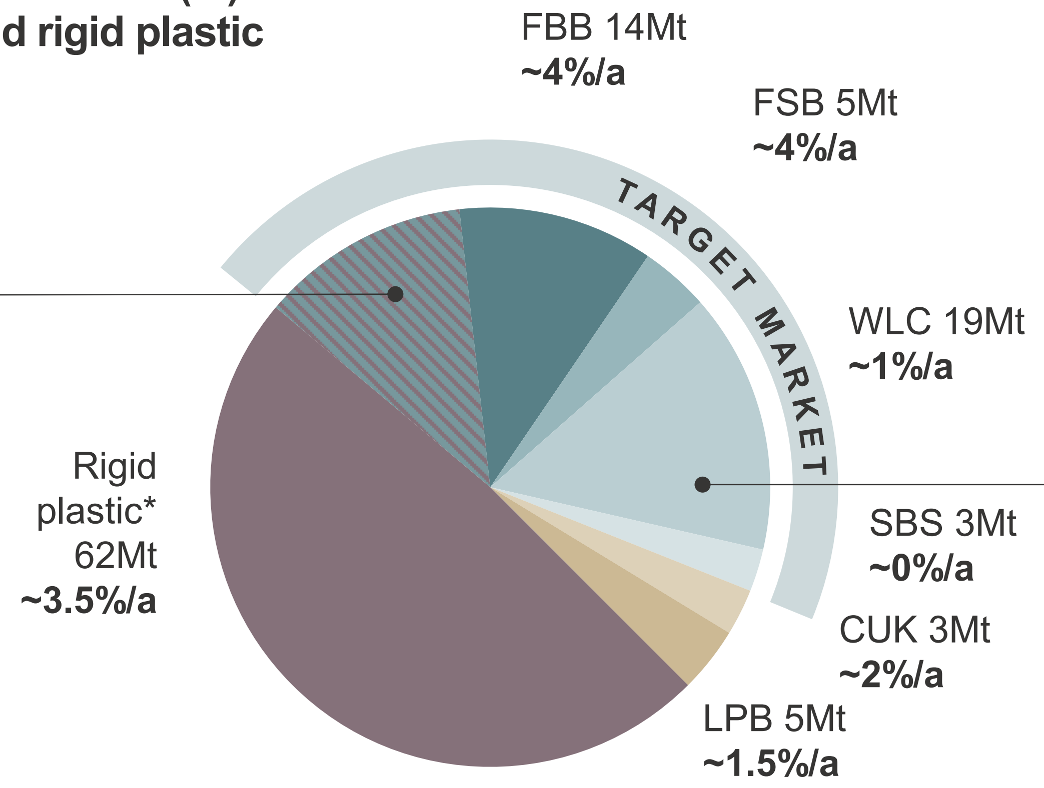
Expanded share-gain opportunity as **fresh fibre replaces** rigid plastics and WLC

Global demand (Mt) and estimated CAGR (%) for 2024-2030 for cartonboard and rigid plastic packaging

Roughly 15% (~9Mt) of rigid plastic packaging could be replaced with FBB or FSB



FBB has clear share-gain potential vs. WLC in demanding end-uses, especially food

*) for consumer packaging applications
Source: Metsä Board estimates based on several sources including AFRY, Smithers, Euromonitor, Material Economics.

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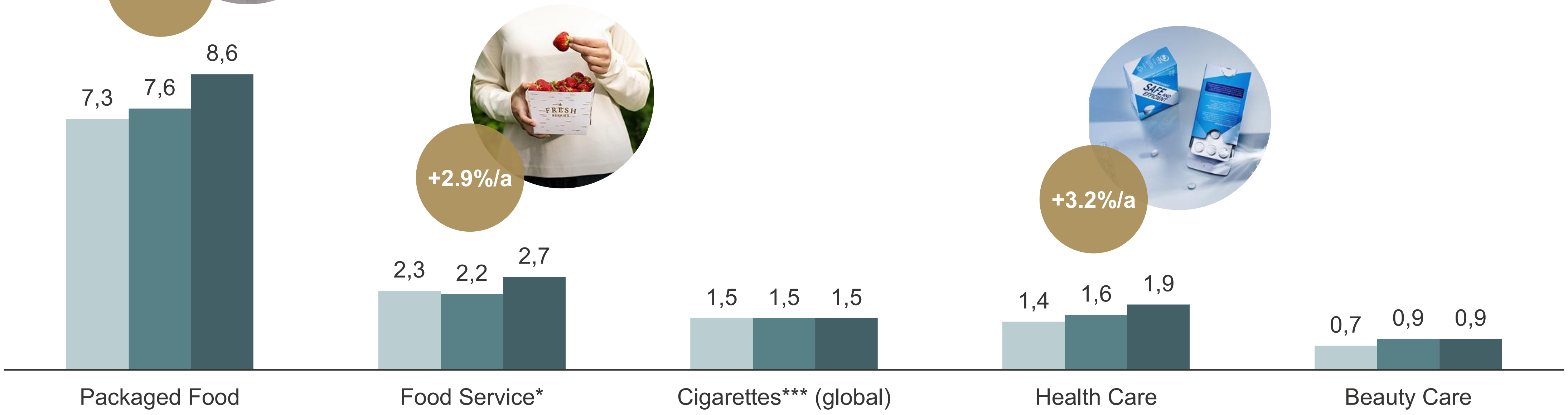
Winning with key customers in structurally growing segments

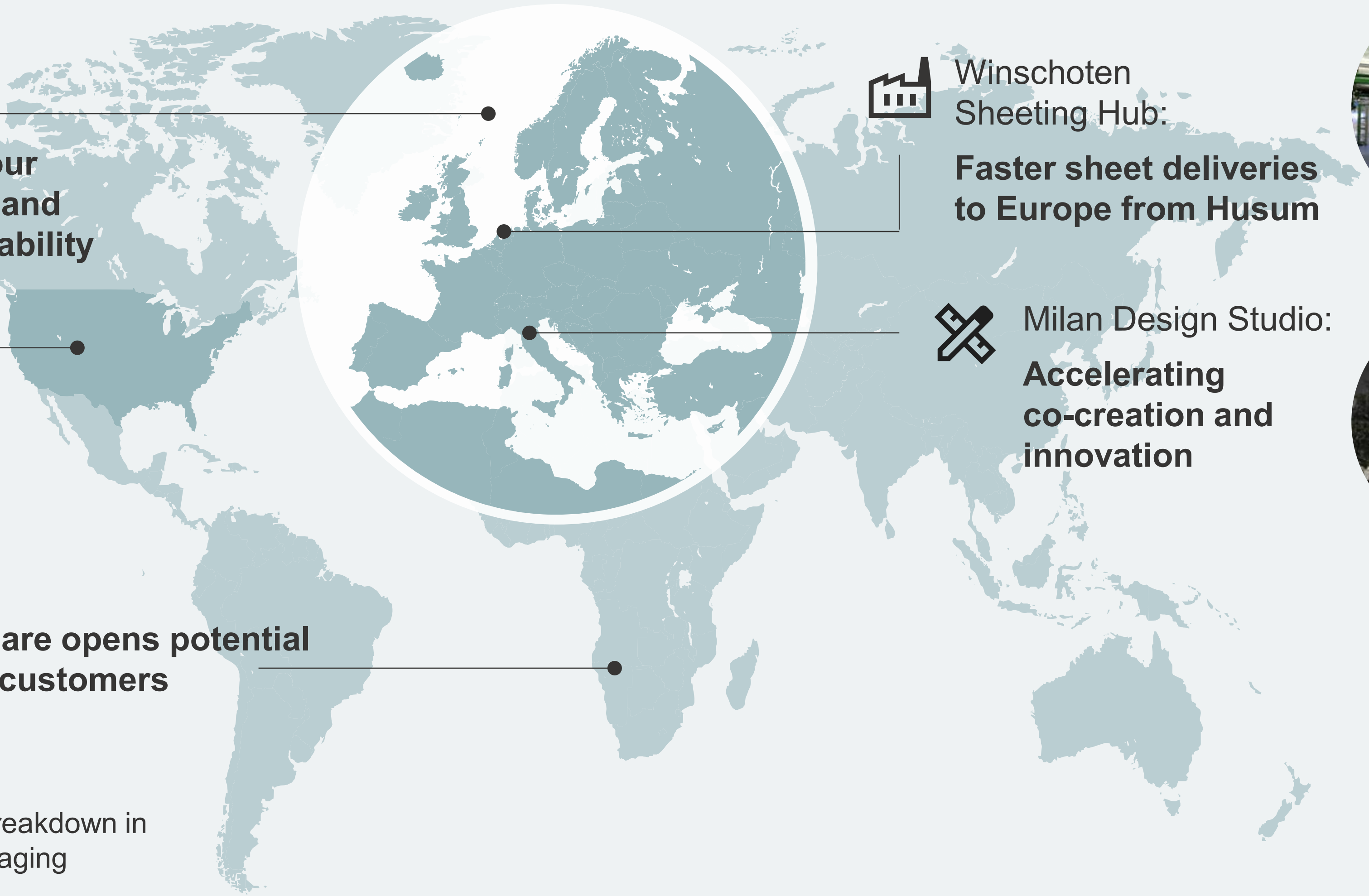
Focus categories of Foods, Food Service and Health care with long-term growth potential through key customers



Outlook by end-use segment in Europe* and North America, Million tonnes

Sources: Pro Carton, Metsä Board
*Europe incl. Turkey, excl, Russia Sources: Smithers Information Ltd May 2025, **AFRY May 2025 (2024-2030), ***Metsä Board estimate based on Euromonitor (number of traditional, e-vapour and heat sticks)

Europe at the core, growth varies by market



Europe:

59%

Strong growth with our packaging solutions and renewed service capability

Americas:

22%

Growth in premium segments

Emerging markets:

19%

A modest market share opens potential for growth with key customers

FY25 delivery breakdown in Consumer Packaging

Winschoten Sheeting Hub:

Faster sheet deliveries to Europe from Husum

Milan Design Studio:

Accelerating co-creation and innovation

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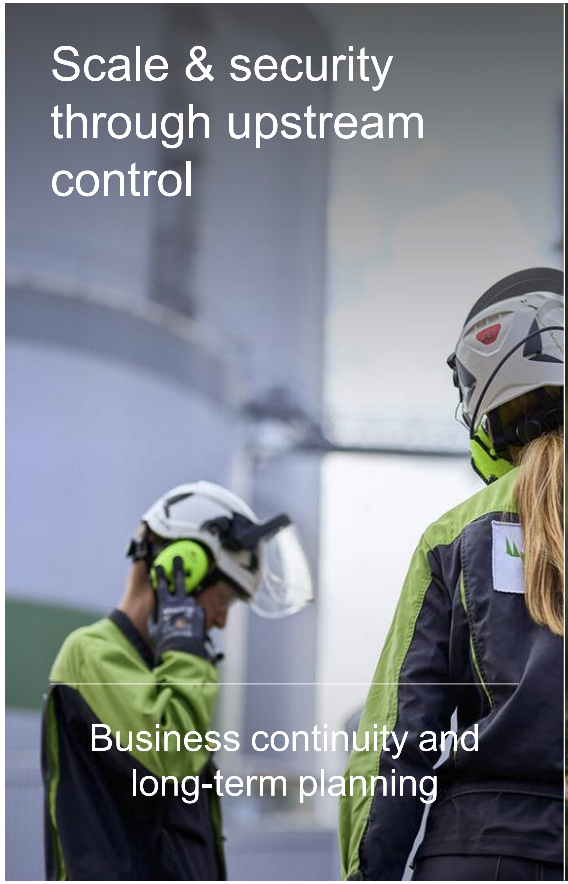
A resilient operational foundation **for value creation**

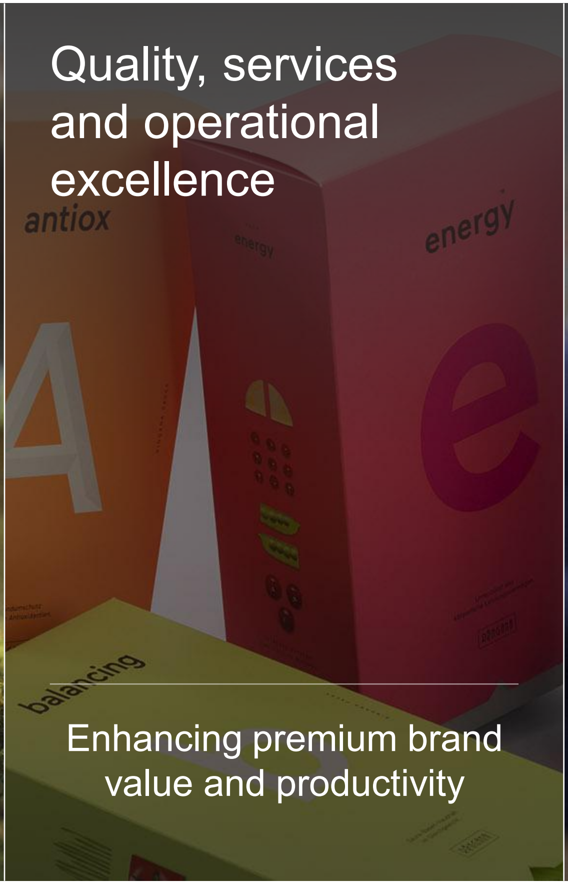


Scale & security through upstream control

Business continuity and long-term planning

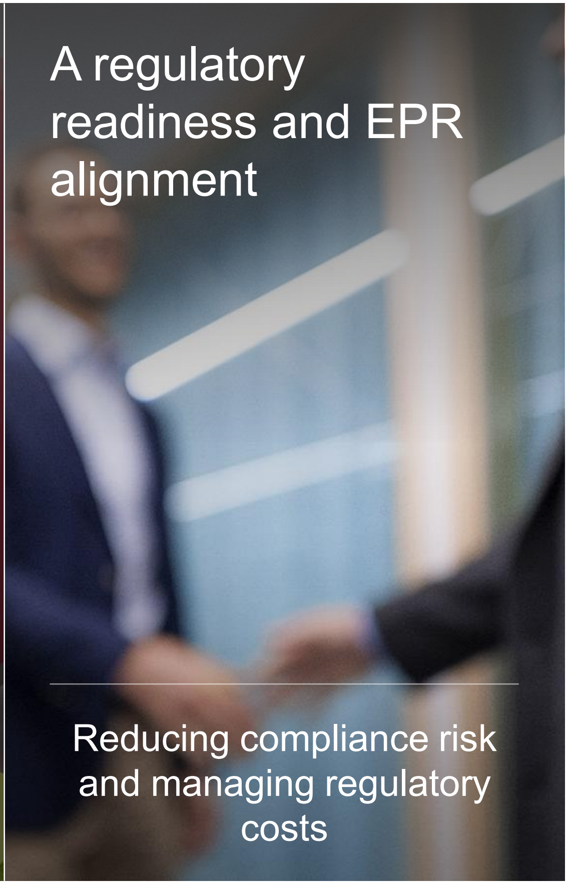
Climate leadership and fossil-free energy

Advancing’ Scope 3 targets



Quality, services and operational excellence

Enhancing premium brand value and productivity



A regulatory readiness and EPR alignment

Reducing compliance risk and managing regulatory costs

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This foundation underpins premium positioning, regulatory readiness and improved business stability as the focus shifts toward packaging solutions.

Mondelēz International
SNACKING MADE RIGHT

Global Snacking Leader

#1 global position in biscuits

#2 in chocolate

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Where Metsä Board **creates value at scale**

Metsä Board supports Mondelēz's long-term growth by strengthening supply-chain resilience, enabling packaging reduction and lightweighting, supporting Scope 3 emissions progress, and improving material efficiency at scale

Supply chain security and resilience

CO_2 and material reduction through safe lightweighting

Strategic collaboration

Operational efficiency and waste reduction

Plastic reduction through innovation

Sharpening profitability through parterships with competitive products

Minna Björkman,
SVP, Containerboard

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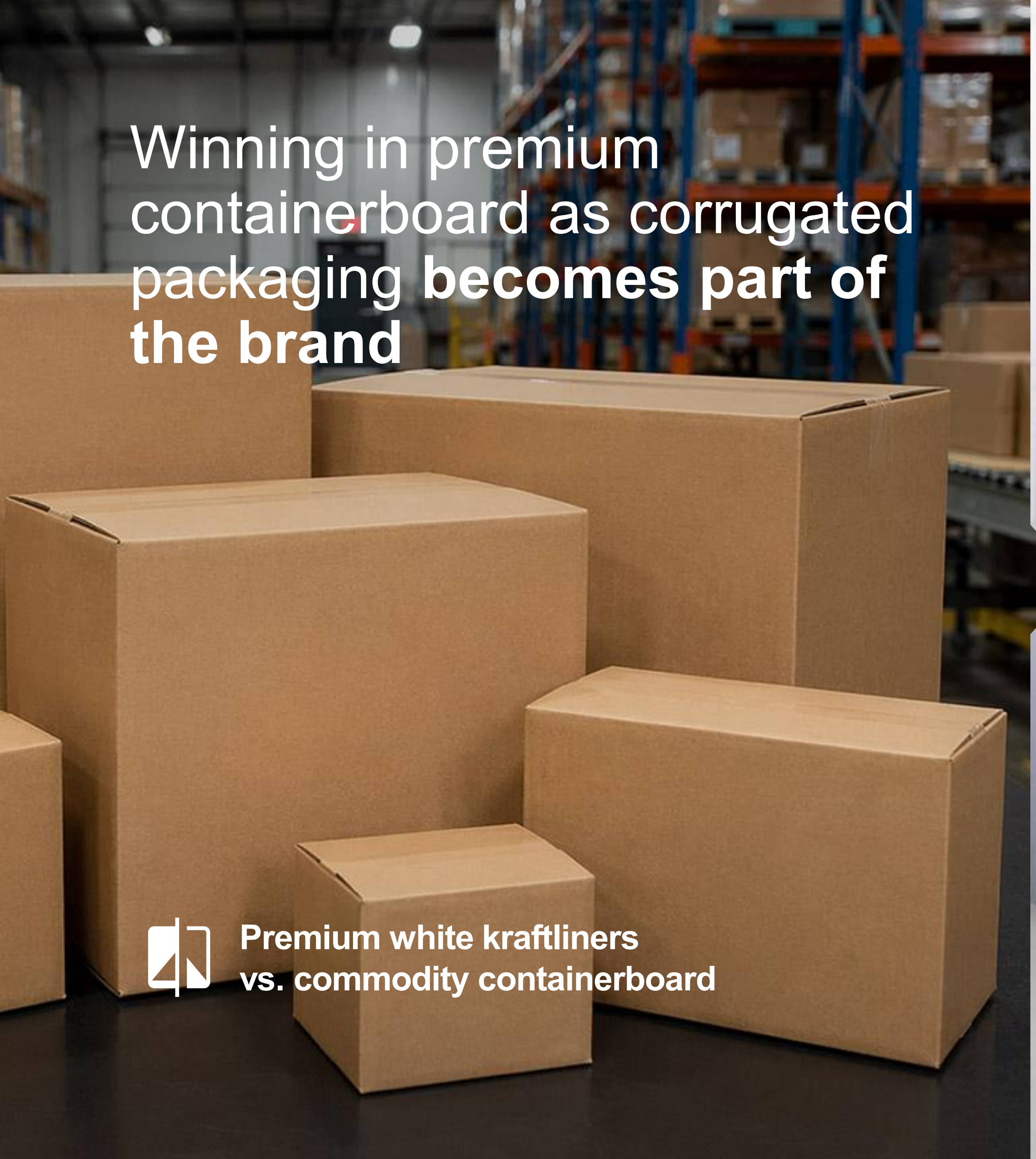


Winning in premium containerboard as corrugated packaging **becomes part of the brand**

Premium white kraftliners vs. commodity containerboard

Metsä Board has a market leadership in the ~4.5MT premium white kraftliner niche of the global containerboard market (whole market 200mt)

Structural trends drive growth
in premium white kraftliner applications

Brand-led packaging

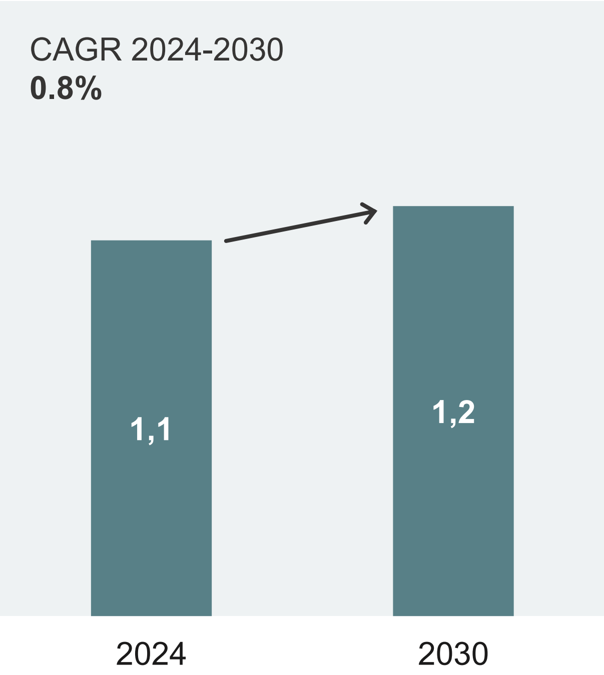
→ visual impact & sustainability drive premiumisation

Retail-ready & in-store efficiency

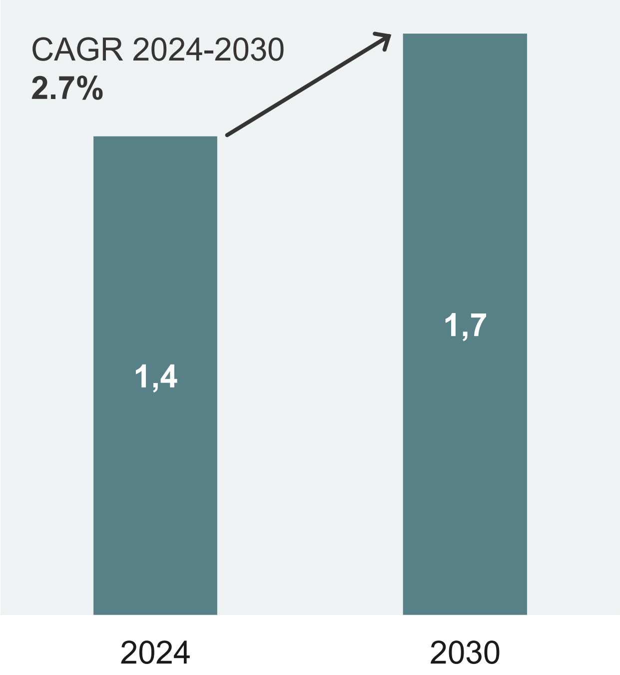
→ faster growth vs commodity grades, discounters in Europe and clubstores in US

Source: Containerboard & white liner demand (AFRY); end-uses Smithers

Steady demand growth in Europe



Structurally higher growth in US



Executing premium growth across the value chain

**Metsä Board –
Premium material**

Scaling through fully dedicated
white-top kraftliner production

**Strategic partnership
with Converters**

Route to
market

**Brand owners
and Retail**

Demand pull
for performance and
higher margins

A profitability turnaround and solid balance sheet enabling future transformation

Anssi Tammilehto,
CFO

Metsä

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Financial targets and dividend policy support long-term business development and shareholder value creation

>4% revenue growth (CAGR)
in Consumer Packaging

ROCE* >8%
(2027–2028)
ROCE* >12%
(2029→)

Net debt / EBITDA* <2.5

*) comparable

Dividend policy:

Target is to distribute a dividend of at least 50% of the result for the financial period over time, taking into account investment and development needs

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Profitability turnaround supported **by transformation programme**

Cash release	■ Working capital release through inventory, receivables and payables optimization ■ Reduced capex	EUR 300 million working capital released in H2'25 - Cash driven operational steering continues
Personnel costs	■ Personnel reductions implemented across all operating countries and Metsä Group in 2025	**Target by the end of 2027:** EUR 200 million improvement in EBITDA (run rate) **Achieved by the end of Q1'26:** EUR 100 million improvement in EBITDA (run rate)
Procurement	■ Logistics and procurement, cost optimisation and reduction of external costs ■ Unit price reduction and supplier management	
Mill productivity	■ Optimising raw material and energy use ■ Streamlining operations and offering	
Commercial excellence	■ Growth in selected segments driven by margin optimization and better service ■ Strengthening market position in Europe and North America	

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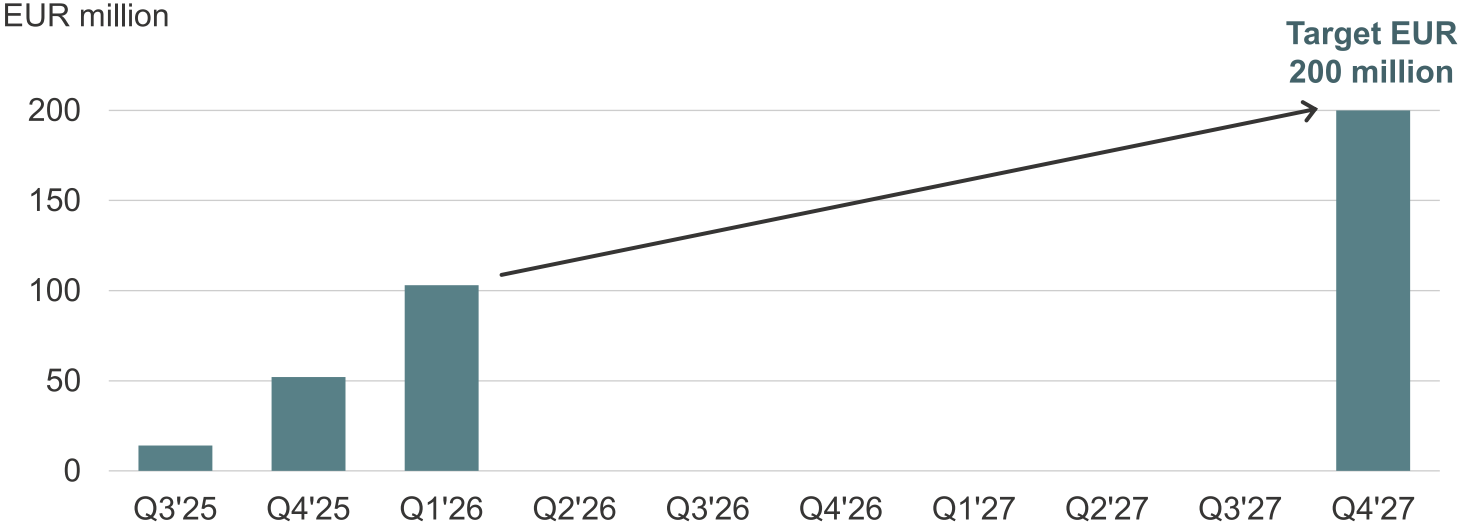
Strengthening confidence in transformation execution

EBITDA impact (run-rate) of the actions implemented

EUR million



Realised quarterly impact in EBITDA, EUR million	<10	20
Realised impact in EBITDA, EUR million, by the end of period	<10	30

Note: The targeted, implemented and realised improvements reflect absolute cost savings and value of profitability improvement actions. They should not be interpreted as guidance for Metsä Board's total EBITDA for the respective periods

Main actions implemented:

- Actions to improve competitiveness especially in Husum
- Headcount reductions, including the impact through Metsä Group's shared services
- Improved mill efficiency and raw material optimization
- Reengineered supplier contracts and commercial models
- Optimized transportation modes and routes

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2021-2025: **Strong cash flow funded growth investments while keeping leverage moderate**

Actual capital allocation 2021–2025:

Operating cash flow
EUR 1.2 billion

Change in net debt
EUR 0.3 billion

Investments
EUR ~1 billion

Dividends
EUR 0.5 billion

Other

- Strong operative cash flow, favourable market conditions
- No major incremental debt
- Investments on long-term competitiveness
- Leverage remained below 2.5 until 06’25 – recent development driven by weak profitability

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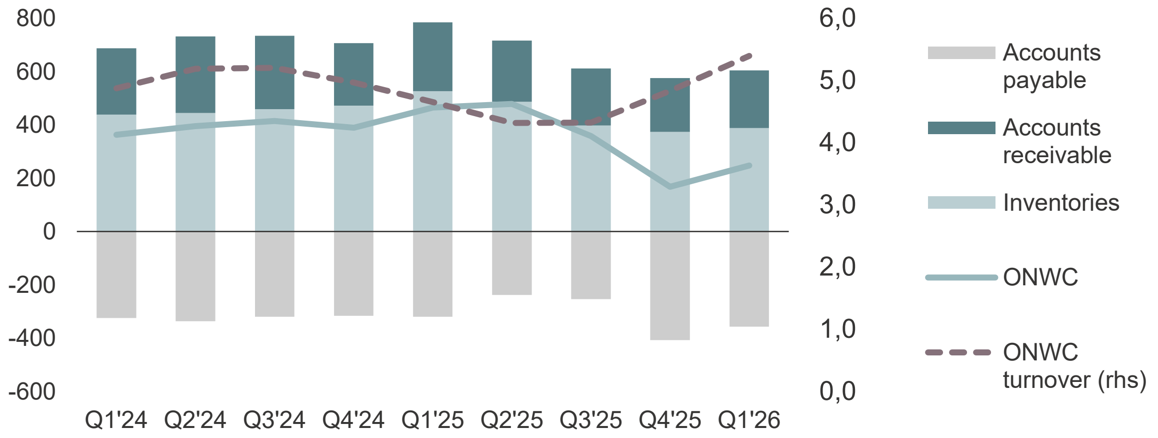
Capital allocation 2026-2030: **Cash focused strategy and value creation without large new capex**

Operating cash flow:

Transformation programme to maximize cash flow

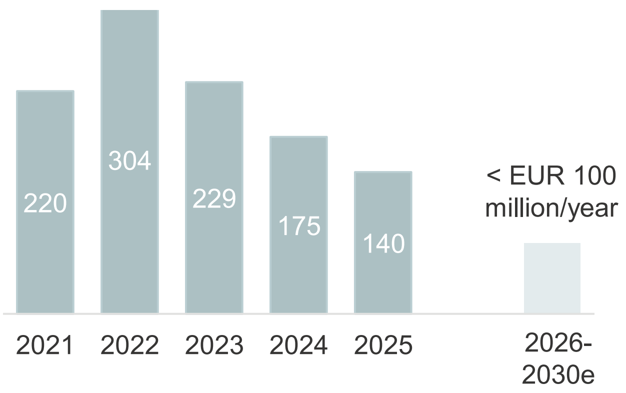
High focus on working capital continues



Capex:

Focus mainly on maintenance EUR ~50 million/year

Strategic investments possible if returns meet at least the ROCE target

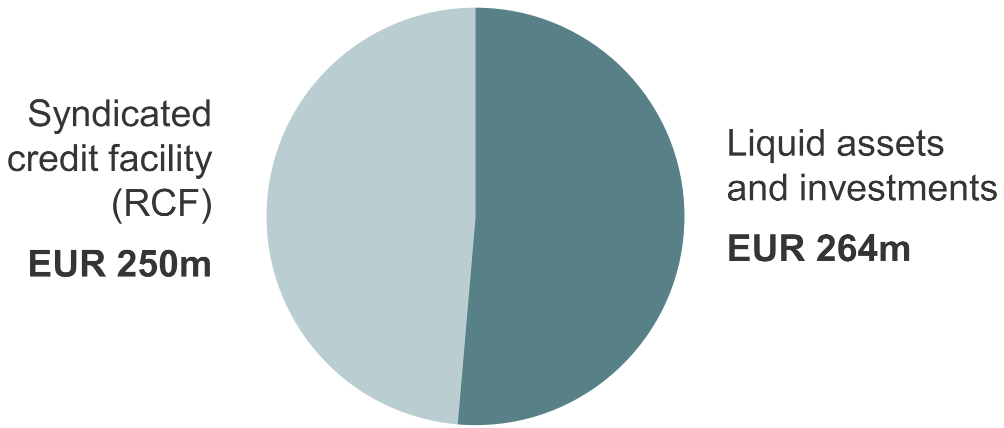


Dividend and balance sheet:

Target to distribute at least 50% of the result for the financial period further strengthening the balance sheet and liquidity

Solid financial base and resilient funding structure

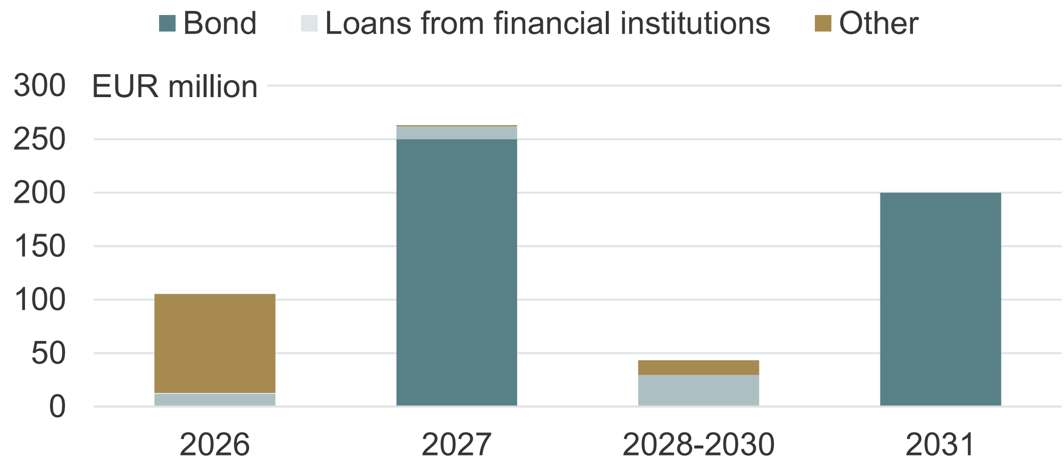
Liquidity
EUR 514 million



Liquidity is complemented by:

- Commercial paper programme of **EUR 200 million**
- Metsä Group's internal undrawn short-term credit facility of **EUR 150 million**

Interest-bearing debt
Total EUR 606 million



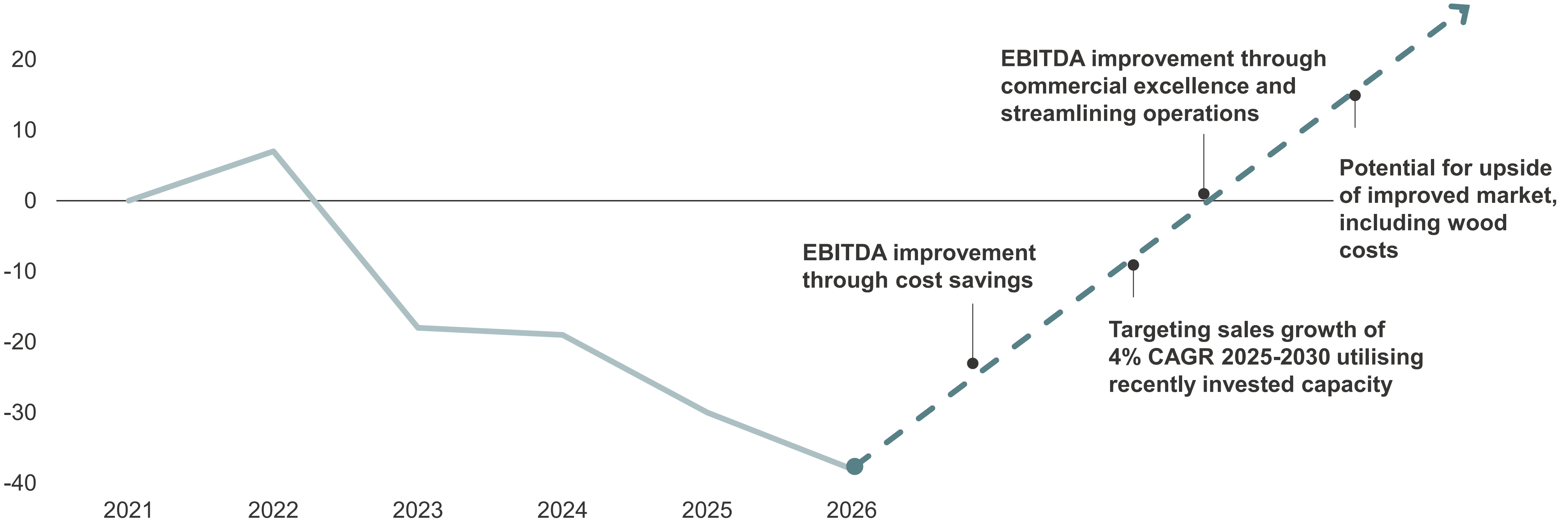
Metsä Board's credit ratings are investment grade

Rating agency	Rating and outlook	Last update on rating/outlook
S&P Global	BBB-/negative	Aug 25
Moody's Investor Services	Baa3/negative	Nov 25

The platform is built – **TSR upside unlocked through execution**

TSR history
(beginning of 2021 = 100)

2026-2030: shareholder returns driven by transformation, discipline and growth



Please note: Illustrative only, does not represent a forecast, guidance or outlook

Q&A

Our vision:

Leading partner for premium consumer brand packaging

Our purpose:

Packaging a positive future

Category leader

We partner with consumer brands that want premium packaging. They know their products — we know packaging.

Tech leader

We bring smart, innovative and data-driven solutions that create real competitive advantage.

Quality leader

We drive the shift to renewable and recyclable materials with high-quality fresh fibre. We offer transparency, product data and clear evidence of impact.