



# Metsä Board | Annual General Meeting 2026 CEO review

Esa Kaikkonen  
CEO

Helsinki, 19 March 2026



# Metsä Board: Corporate Leadership Team



**Esa Kaikkonen**  
CEO



**Minna Björkman**  
SVP, Containerboard



**Erja Hyrsky**  
SVP, Commercial Operations



**Laura Remes**  
SVP, Production and Supply Chain



**Anssi Tammilehto**  
CFO



**Camilla Wikström**  
SVP, Human Resources

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1. Operating environment
  2. Overview of 2025
  3. Lead the Pack -strategy

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



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

Consumers increasingly prefer renewable, plastic-free packaging solutions, driven by concerns over plastic waste, microplastics and climate.

84% of European consumers would prefer paperboard over plastic  
(Pro Carton | Consumer Survey 2026)

Brand owners are committed to climate targets, recyclability, and reducing plastic use and waste. Packaging plays a key role in Scope 3 emissions reduction.

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

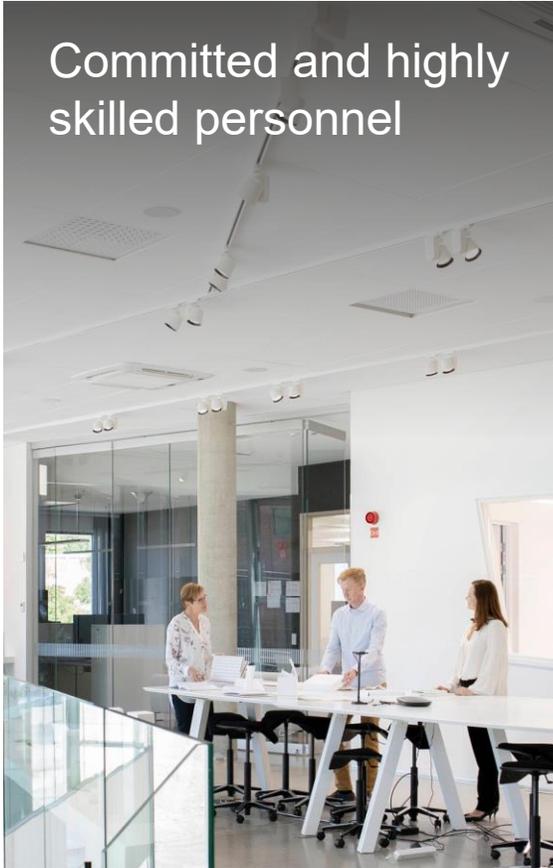
Regulation accelerates the shift from fossil-based to fibre-based materials. Material efficiency, recyclability and traceability are key levers.

PPWR: All packaging is recyclable in the EU by 2030.  
Deforestation-free, fully traceable fibre sourcing

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

Committed and highly skilled personnel



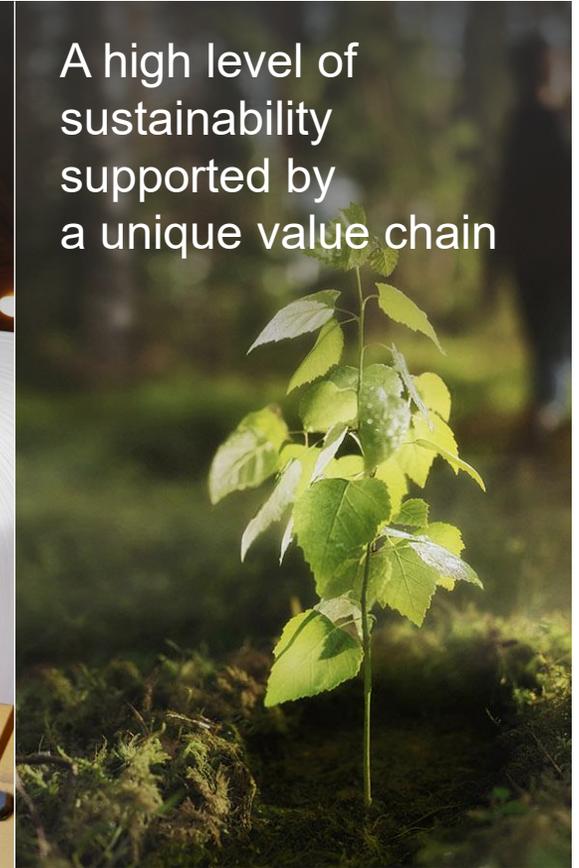
Long-term customer relationships



Premium paperboards build on deep expertise and recent investments

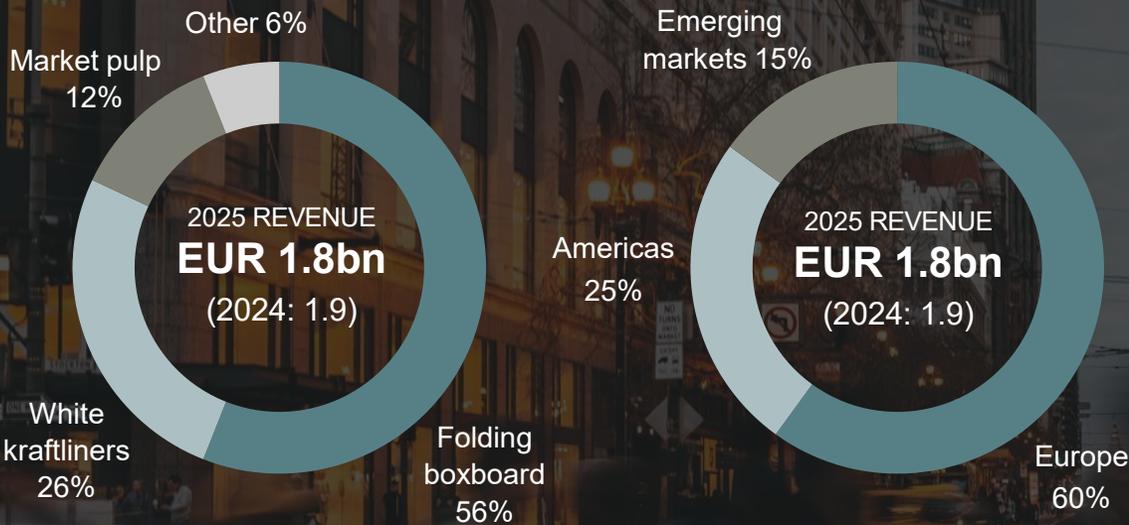


A high level of sustainability supported by a unique value chain



# Focused portfolio and strong position in key markets

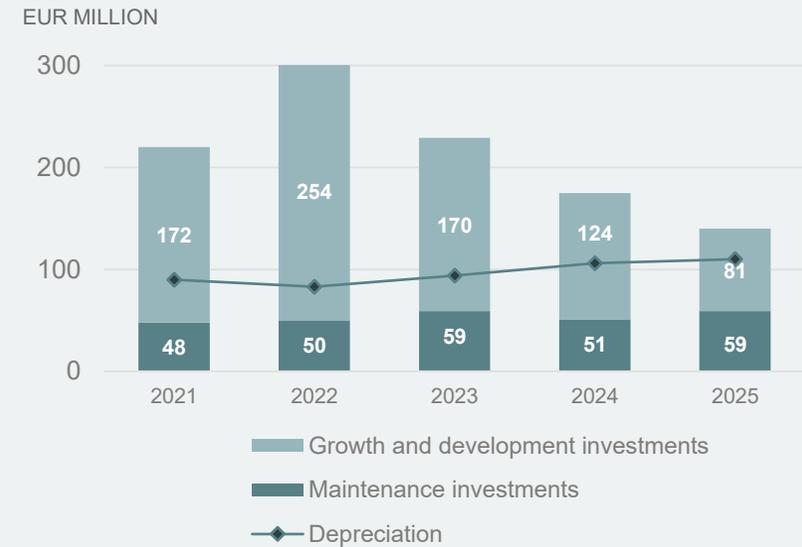
Lower volumes reduced revenue in 2025



Paperboard capacity  
**2.1 million**  
tonnes/year

Pulp and BCTMP capacity  
**1.7 million**  
tonnes/year

Total investments EUR 140 million in 2025 | Major investments enhancing competitiveness have been completed

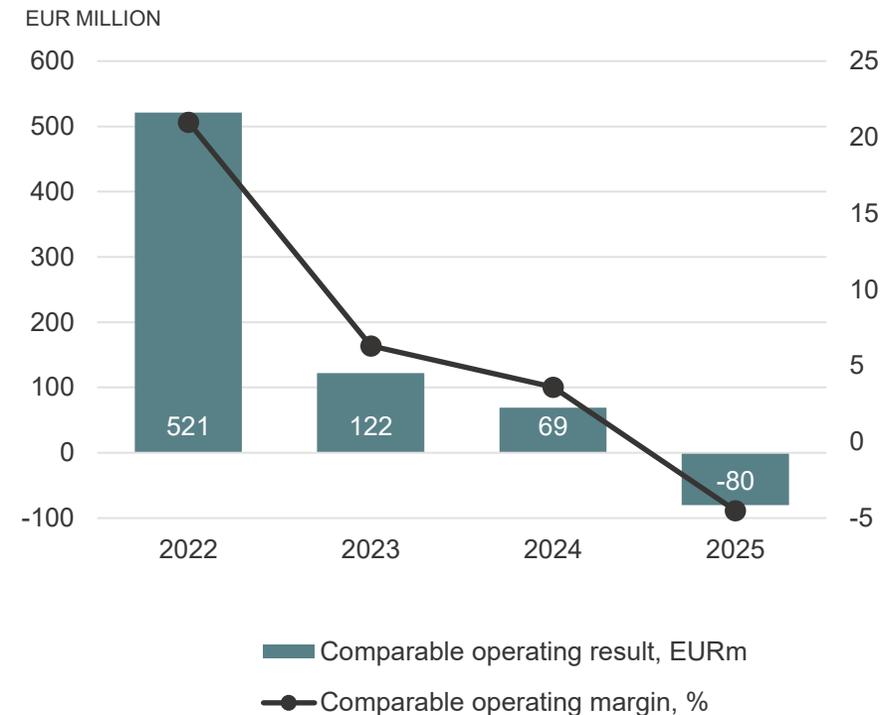


# Profitability pressure has triggered corrective actions

## Financial performance in 2025

- Operating result declined by EUR 150 million compared with the previous year, mainly due to:
  - lower market pulp prices
  - the profit contribution from Metsä Fibre
  - lower income from the sale of unused emission allowances
  - weak paperboard sales and market-driven production curtailments
- Corrective actions included the launch of transformation programme, discontinued investment programmes and strict working capital management
- Tako mill<sup>1)</sup> was permanently closed, and production was successfully transferred to the Kyro mill
- The Board of Directors proposes to the AGM that no dividend be paid for the financial year 2025

## Comparable operating result



# Transformation programme strengthens profitability and enables sustainable growth

“FIT FOR THE FUTURE”

“ENSURE PROFITABLE GROWTH”

Cash release

- ✓ Working capital release through inventory, receivables and payables optimisation

EUR 300 million of working capital was released during H2 2025

Personnel costs

- ✓ Personnel reductions implemented across all operating countries and Metsä Group in 2025

Procurement

- ✓ Logistics and procurement cost optimisation and reduction of external costs, supported by
- ✓ Price negotiations and supplier collaboration

Target: EUR 200 million improvement in EBITDA by the end of 2028

Mill productivity

- ✓ Optimising raw material and energy use while simplifying operations

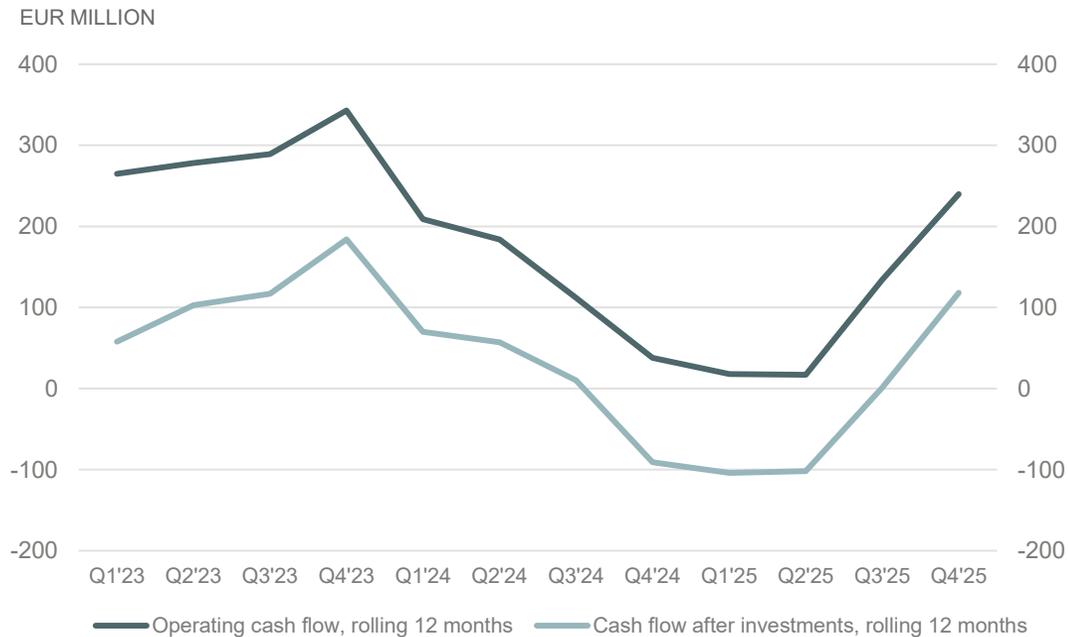
Impact of measures implemented in 2025: EUR 50 million (run-rate)

Commercial excellence

- ✓ Growth in selected segments driven by customer focus and fast lead times
- ✓ Strengthening market position in Europe and North America

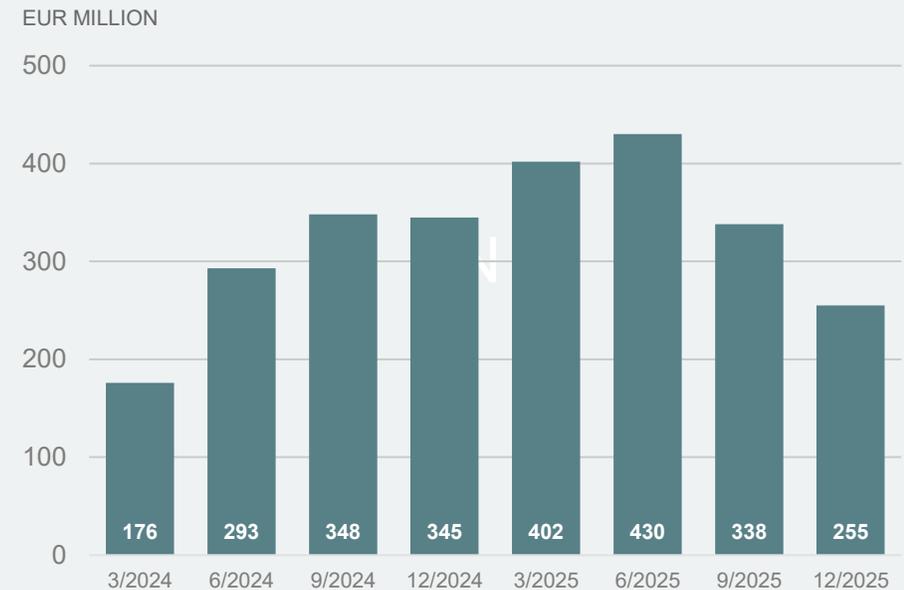
# Strong cash flow and lower net debt driven by efficient working capital management

## Operating cash flow and cash flow after investments



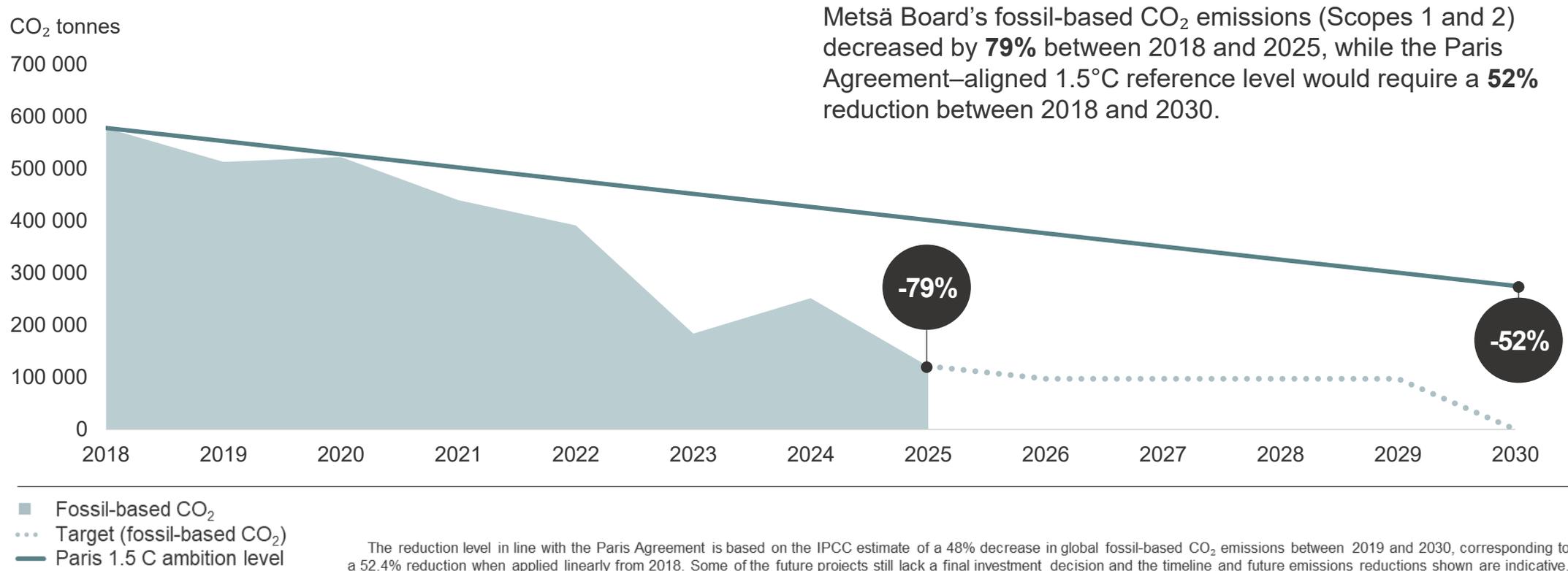
Dividend from Metsä Fibre included in operating cash flow (Q1'23: EUR 83m; Q1'24: EUR 10m; Q1'25: EUR 0)

## Net debt



# 93% of Metsä Board's energy use is fossil-free

## CO<sub>2</sub> emission reductions already exceed the Paris Agreement's 1.5°C reference level



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# Our 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.



## Future transformation

→  
**Profitable Growth (~2030)**

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

# A clear portfolio focus and related targets

## CONSUMER PACKAGING

Targeting organic and inorganic growth



Folding boxboards  
Foodservice boards

## RETAIL PACKAGING

Improving profitability and value creation through partnerships



White kraftliners

## MARKET PULP

From high exposure to more stable cash flow



Softwood pulp  
Hardwood pulp  
BCTMP

# Europe remains our core market | Growth drivers vary across markets

## Metsä Board's paperboard deliveries in 2025

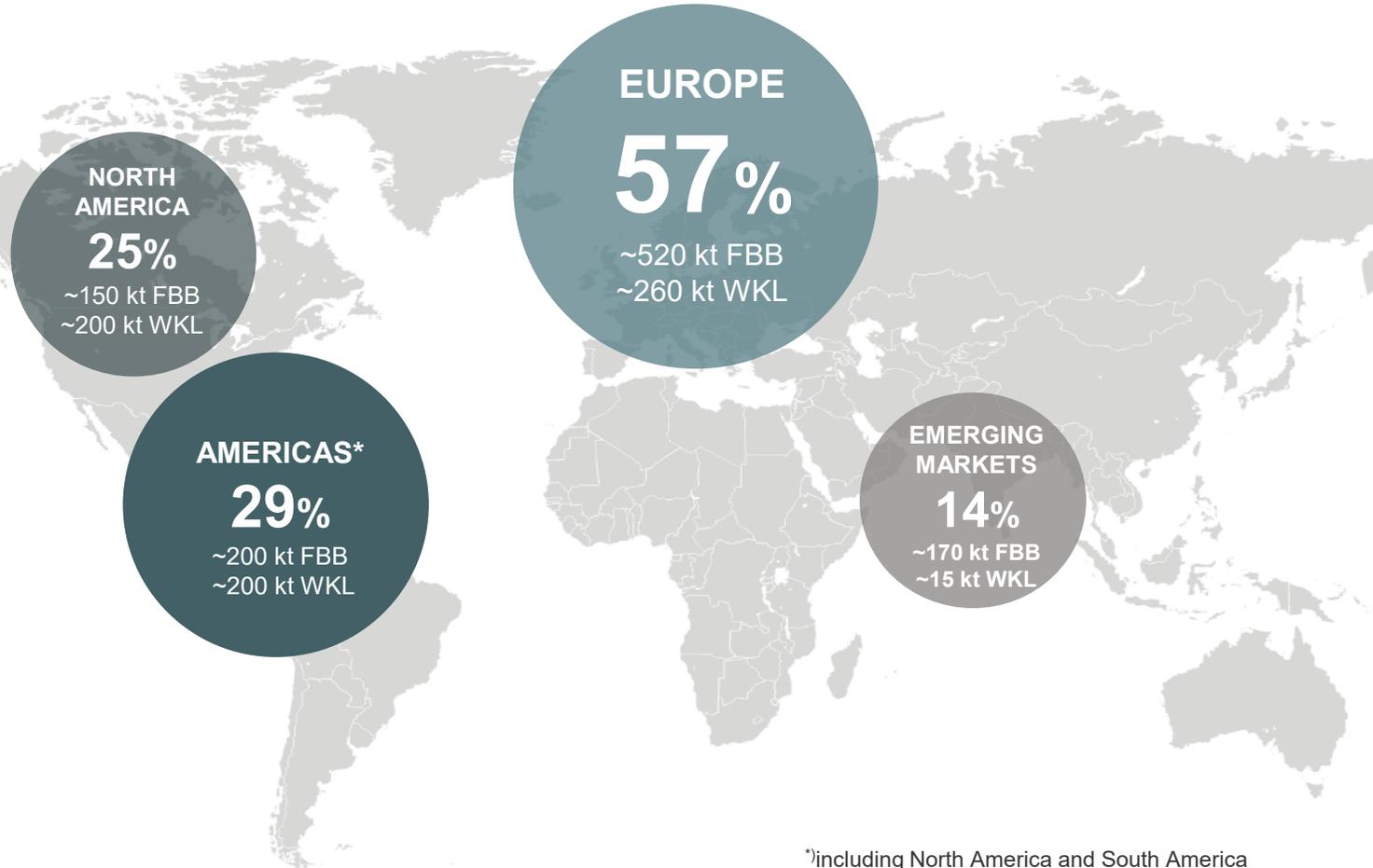
Total 1.4 Mt (2024: 1.5mt)

FBB = Folding boxboard  
WKL = White kraftliner

**Europe:** Strong growth with our packaging solutions and renewed service capability

**North America:** Growth in premium segments

**Emerging markets:** A modest market share opens potential for growth with key customers



# 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

## Vision:

Leading partner for premium consumer brand packaging

## Purpose:

Packaging a positive future

### Tech leader

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

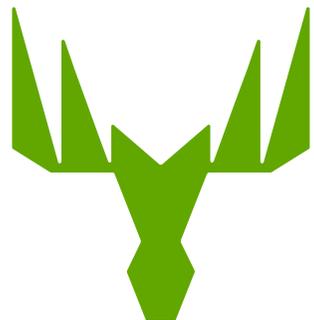
### Category leader

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

### 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.





**Metsä**

**Growth, with  
a future**