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Metsä Board

Results for January–June 2026

Presentation material

6 August 2026

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Improving performance and executing the *Lead the Pack* strategy

A clear strategic focus on the areas where we can create the most value

Building competitive advantage through service, innovation and customer proximity

Profitability improvement and Husum turnaround remain key priorities

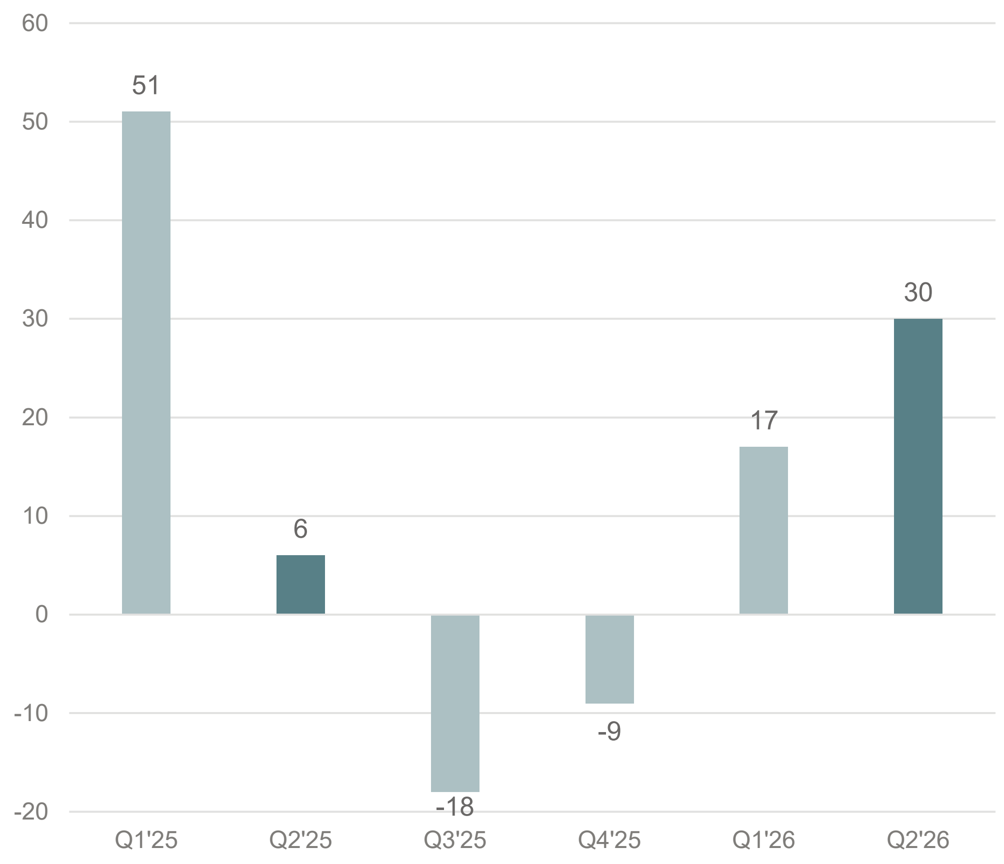
Market share increased in Europe and profitability continued to improve in Q2

Q2’26: Strong volumes and improving profitability

Q2 2026 in brief

- Comparable EBIT turned positive as expected; Husum remained loss-making
- Paperboard deliveries increased from Q1’26 and pricing showed a positive trend towards the end of the quarter
- Transformation programme reached EUR 135m EBITDA run-rate
- Positive cash flow
- Higher logistics costs from the Iran conflict weighed on earnings
- Market pulp demand remained weak; Joutseno curtailment continued

Comparable EBITDA
EUR million



Consumer packaging

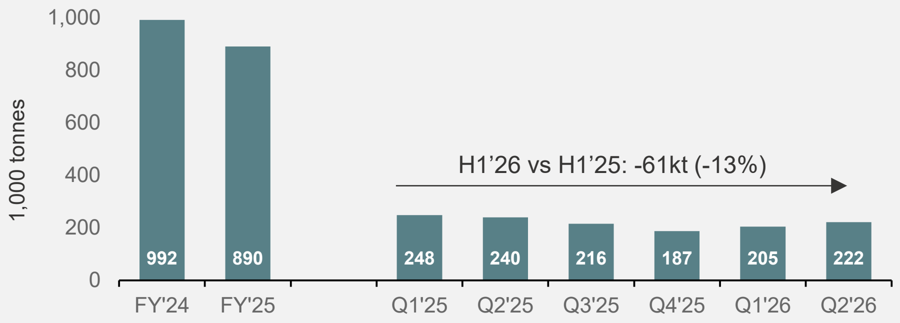
Folding boxboard (FBB)

54%
of total sales
in H1'26

Demand recovery continued in Q2

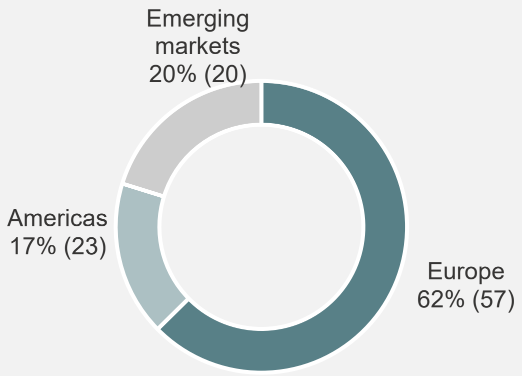
- Q2 deliveries increased from Q1, particularly in Europe
- Metsä Board's market share of the European FBB market increased (Source: ProCarton)
- Year-on-year decline in delivery volumes driven by the Americas
  - Largest decline in FSB deliveries in the U.S.
  - Main impact on the Husum integrated mill
- Stronger order inflows and improved average selling prices towards the end of the period

Metsä Board's FBB delivery volumes



NOTE: Metsä Board closed Tako paperboard mill (FBB capacity 210kt/year) in June 2025

Metsä Board's FBB deliveries by region
H1'26 (H1'25)



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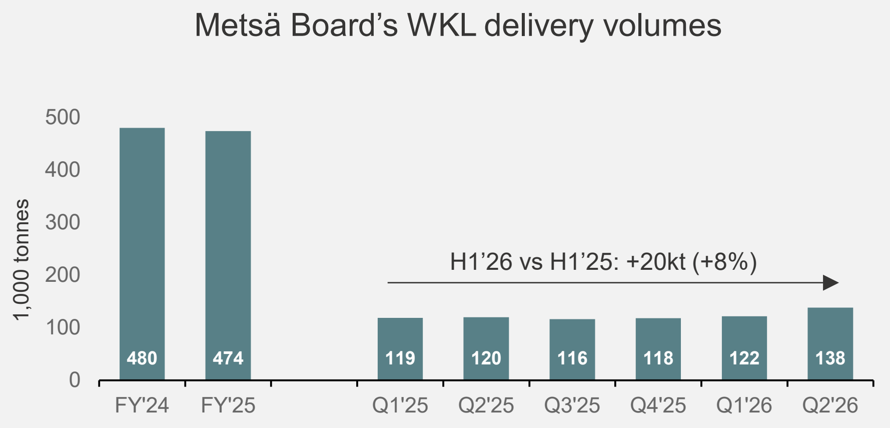
Retail packaging

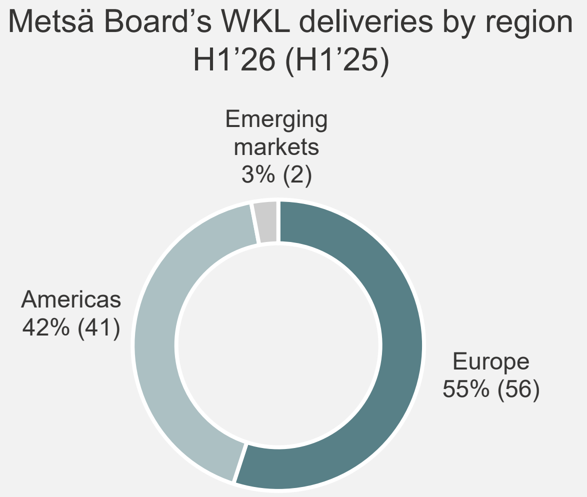
White kraftliner (WKL)

30% of total sales in H1'26

Q2 volume growth driven by Europe

- White kraftliner deliveries increased by 8% year-on-year
- Growth was driven by strong European demand, particularly during Q2
- Stronger order inflows and improved average selling prices towards the end of the period





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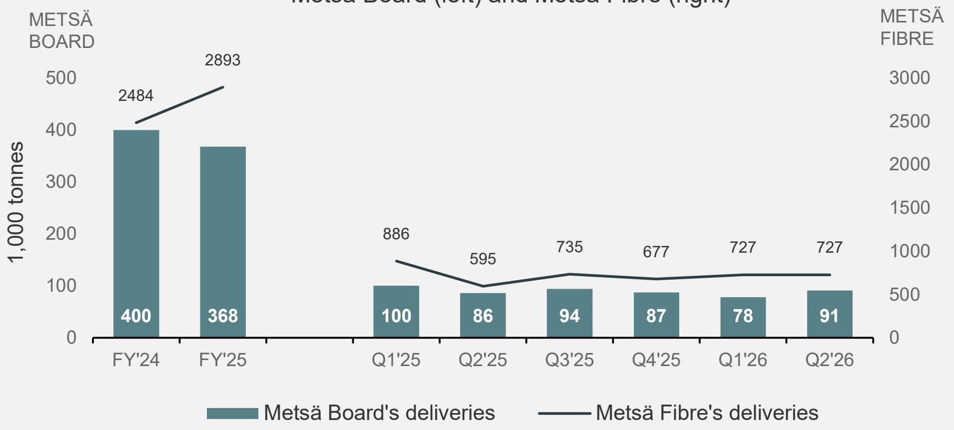
Market pulp

12% of total sales[1)] in H1'26

Soft market conditions despite tighter supply

- Market pulp demand remained weak in Europe and China
- Production curtailments tightened supply in Europe
- The market-related curtailment at Joutseno pulp mill continued throughout Q2
- Volume and prices during H1'26 vs H1'25
  - Metsä Board pulp[1,3)] deliveries -9%
  - Metsä Fibre[2)] pulp deliveries -2%
  - NBSK prices: Europe (gross) +5%, China (net) -12%

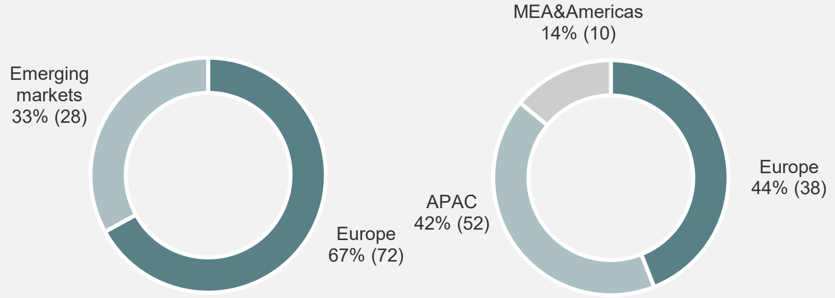
Market pulp delivery volumes,
Metsä Board (left) and Metsä Fibre (right)



Market pulp deliveries by region

Metsä Board
H1'26 (H1'25)

Metsä Fibre*
FY'25 (FY'24)



*) Metsä Fibre's delivery split reported only on annual basis

1) Metsä Board's market pulp sales, does not include Metsä Fibre
2) Metsä Board owns a 24.9% share of Metsä Fibre. The company consolidates its share of Metsä Fibre's net result into its own EBITDA on a quarterly basis.
3) Includes BCTMP

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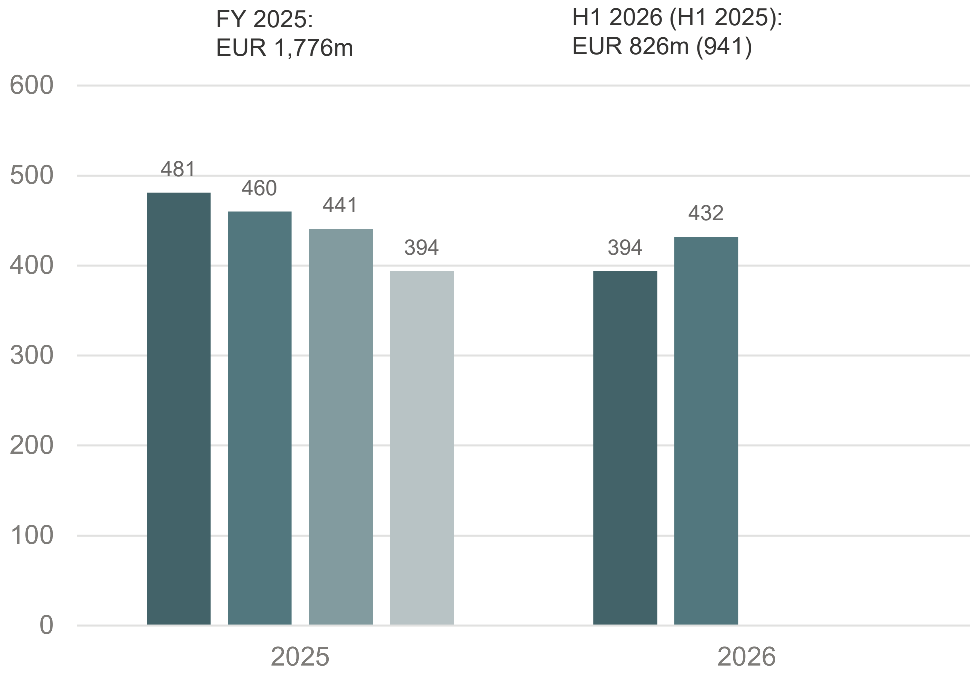
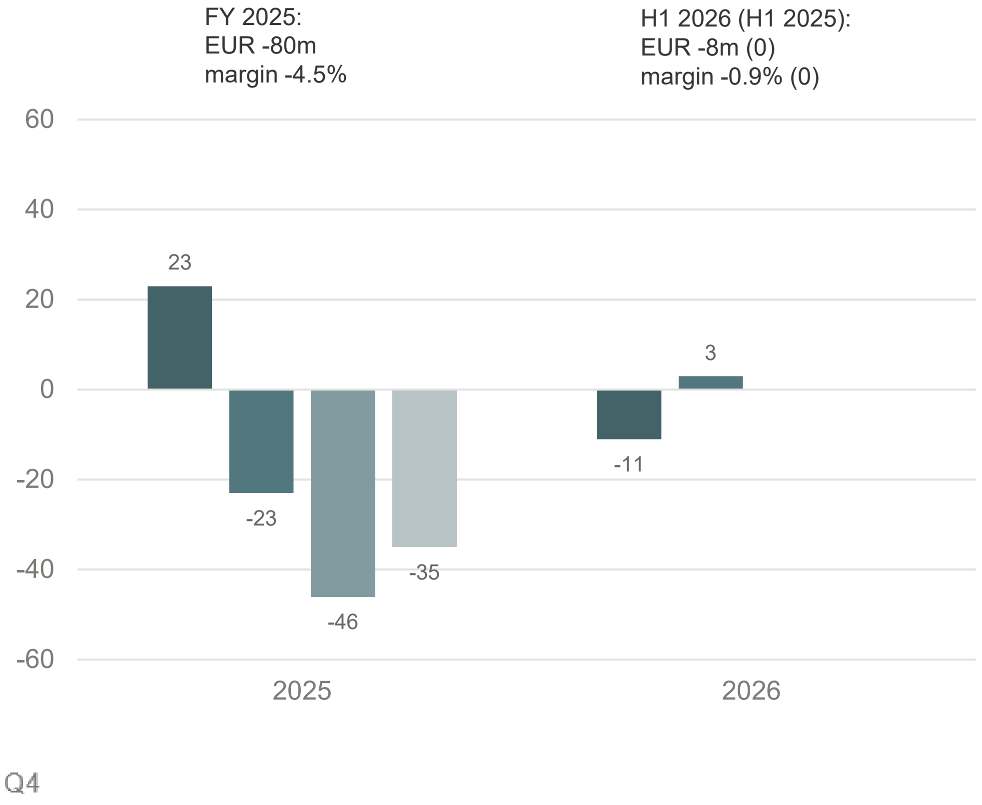
H1’2026 sales impacted by lower volumes, adverse FX and prices

Sales, quarterly
EUR million

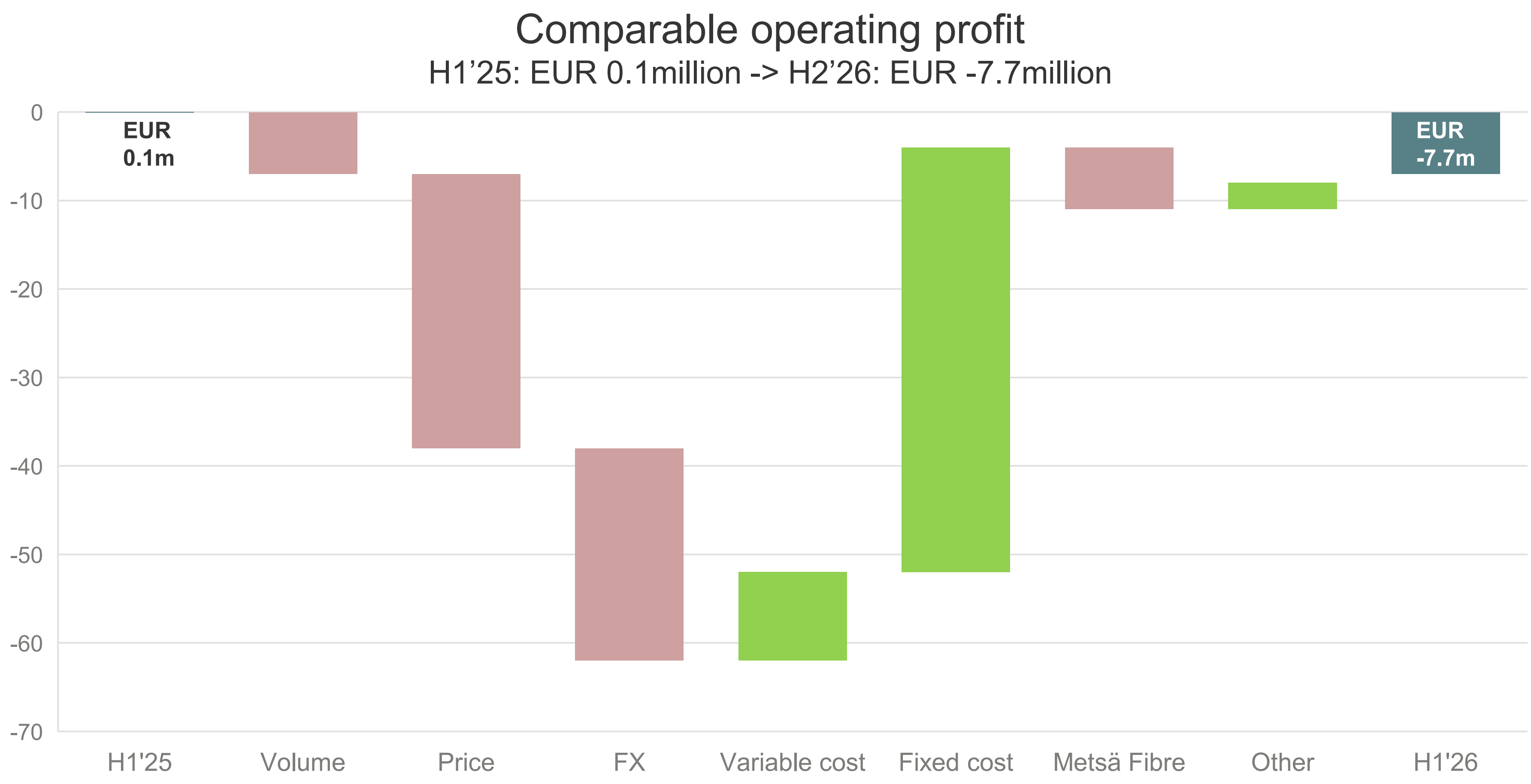


Comparable operating result, quarterly
EUR million and % of sales



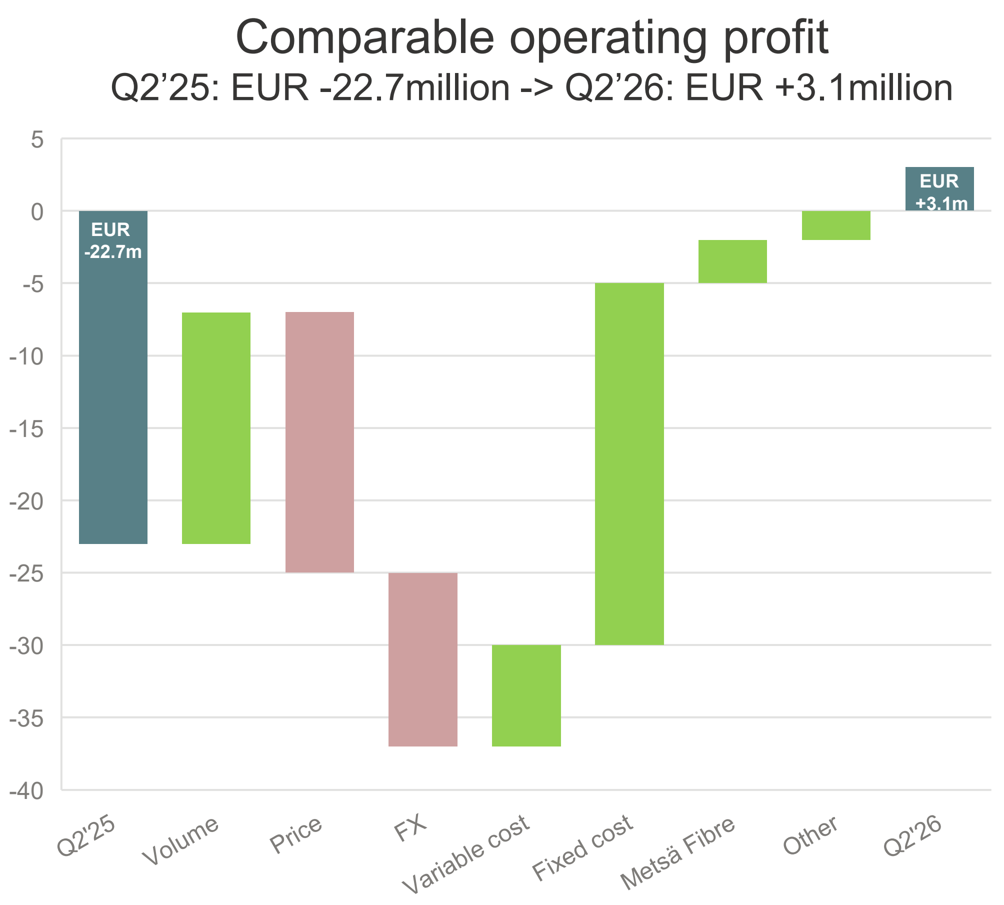
H1 2025 vs H1 2026 results

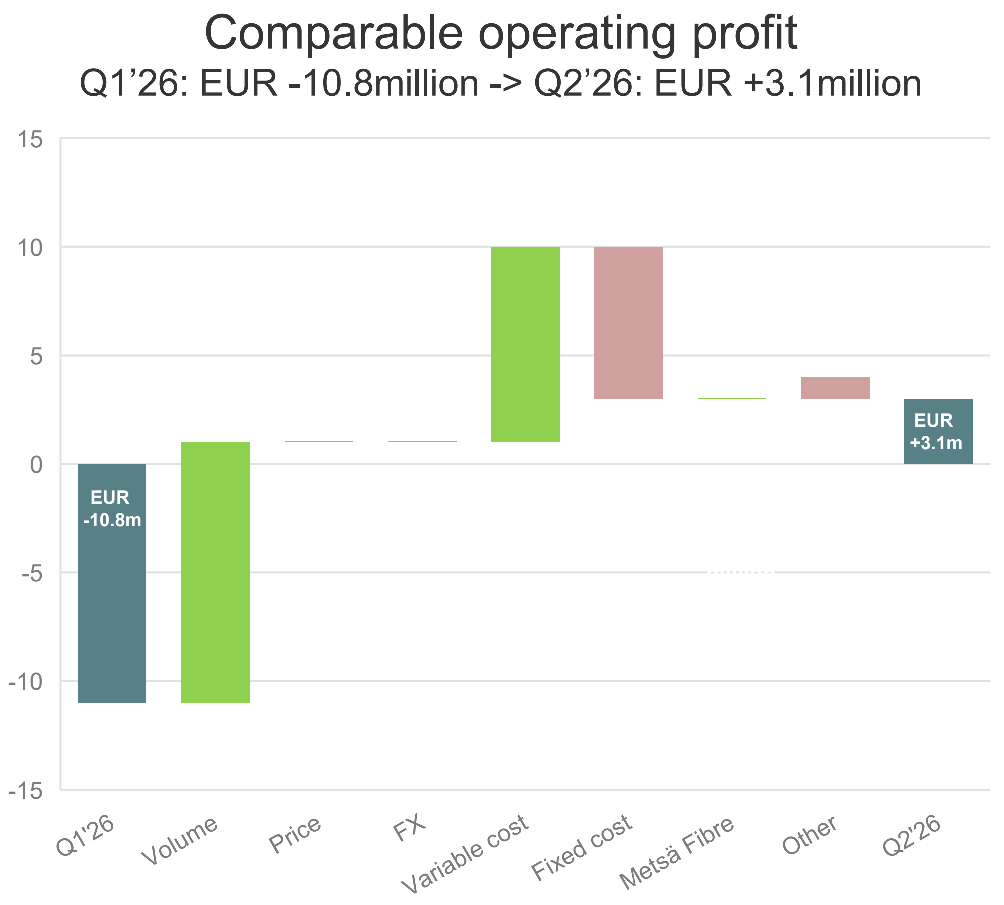
Strong self-help actions mitigated market headwinds



Q2’25 vs Q2’26 and Q1’26 vs Q2’26 results

Q2’26: Higher volumes, transformation continued to deliver





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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: Q2 cash flow positive
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 Q2'26:** EUR 135 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 optimisation and better service ■ Strengthening market position in Europe and North America	

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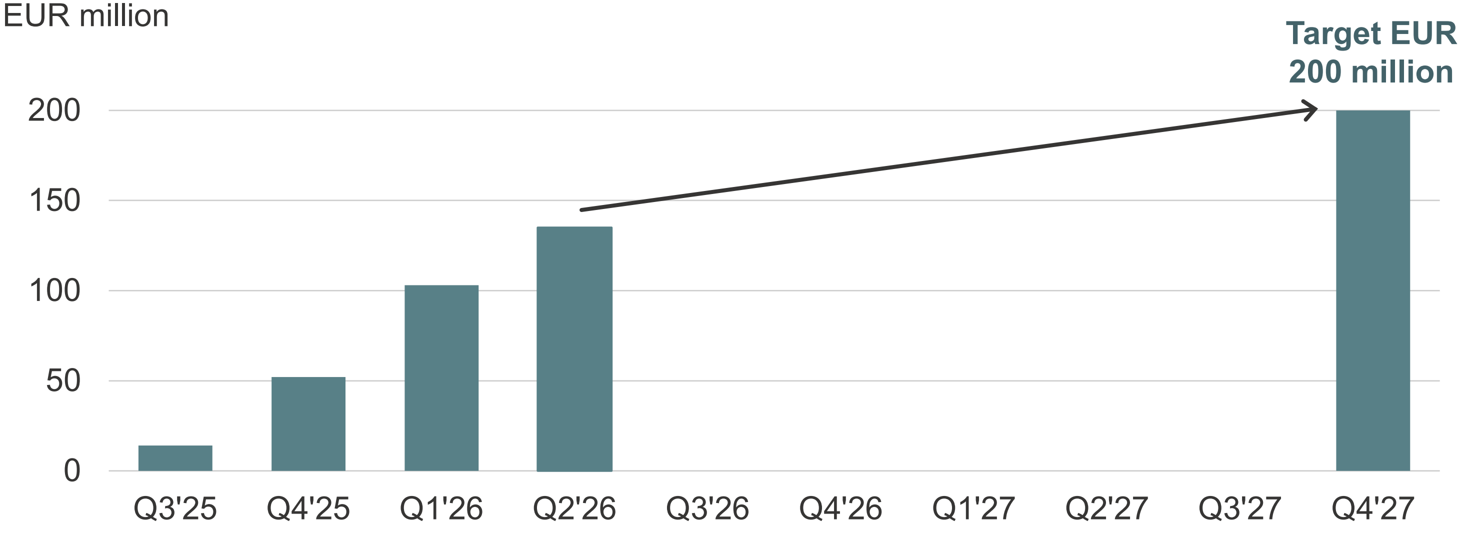
Strong progress towards the target – commercial impact expected to build gradually

EBITDA impact (run-rate) of the actions implemented

EUR million



	Q3'25	Q4'25	Q1'26	Q2'26
Realised quarterly impact in EBITDA, EUR million		<10	15	20
Realised cumulative impact in EBITDA, EUR million		<10	25	45

Main actions implemented in Q2'26:

- Simplified operations and reduced fixed costs across mills
- Improved sourcing, logistics and production efficiency
- Advanced profitability improvement actions across Metsä Group

Note: Q1'26 cumulative EBITDA impact revised to EUR 25 million (previously EUR 30 million)

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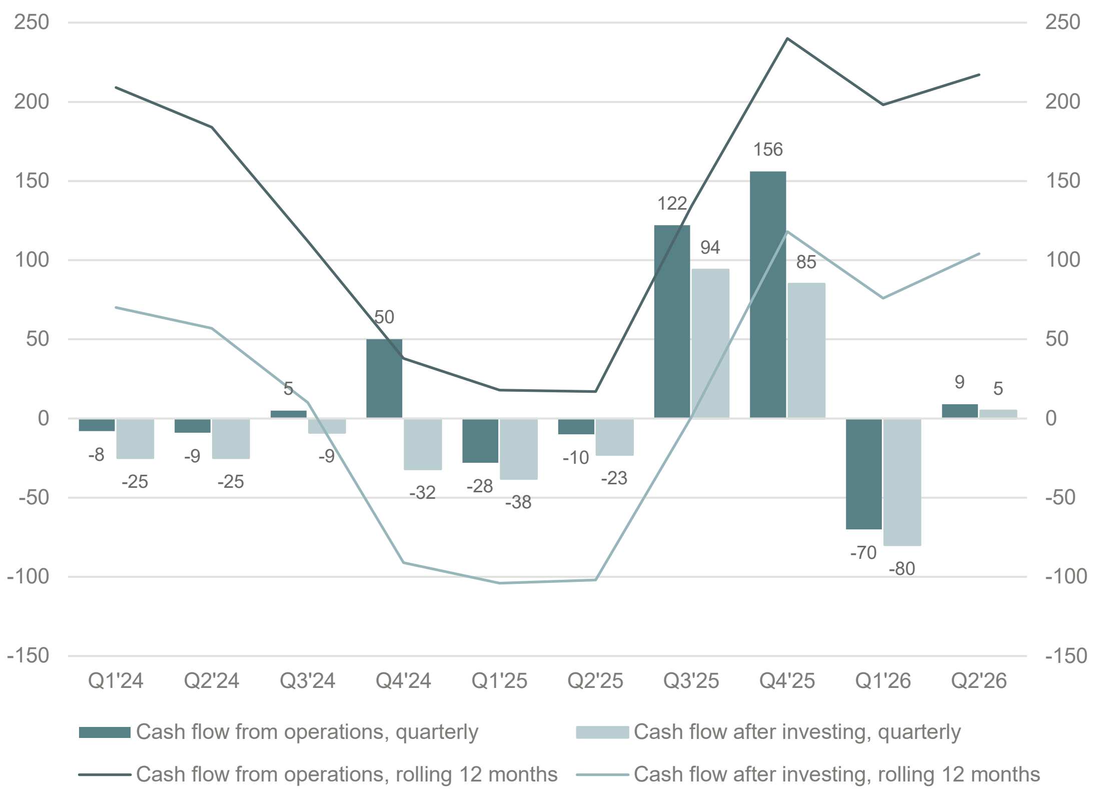
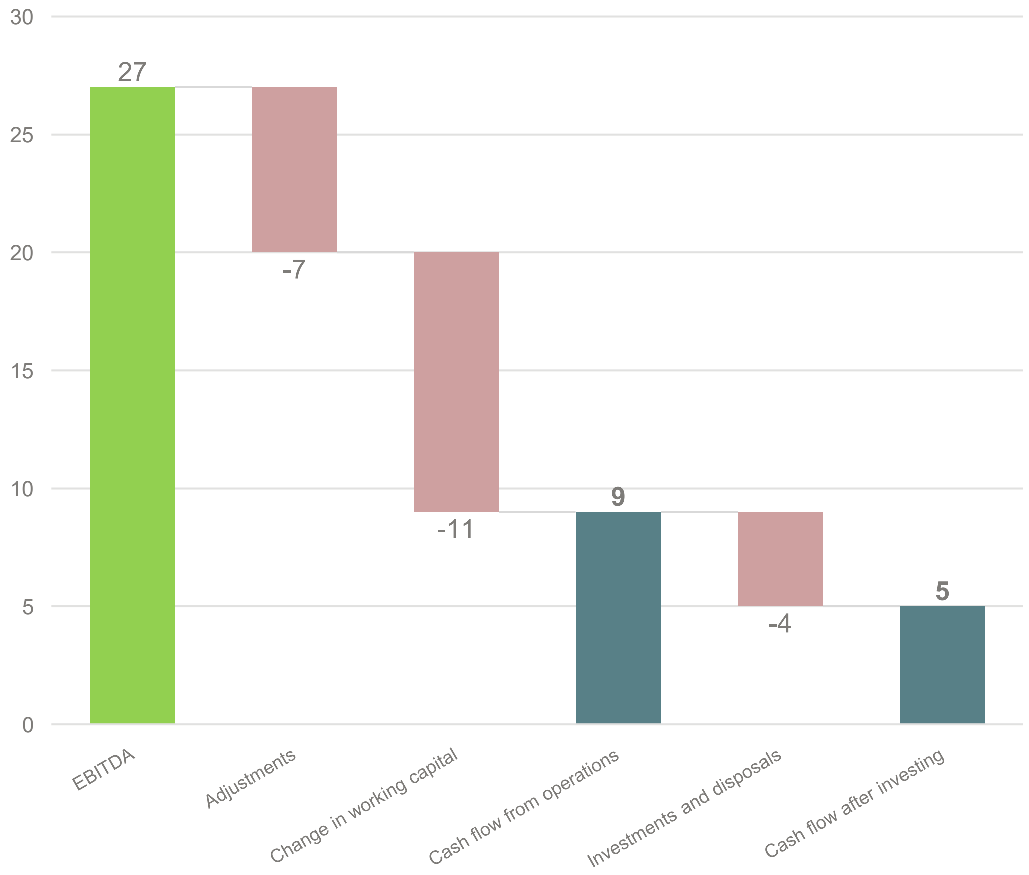
Earnings recovery supported cash generation in Q2’26

Cash flow from operations and after investing
EUR million



Q2 2026 cash flow break-down
EUR million



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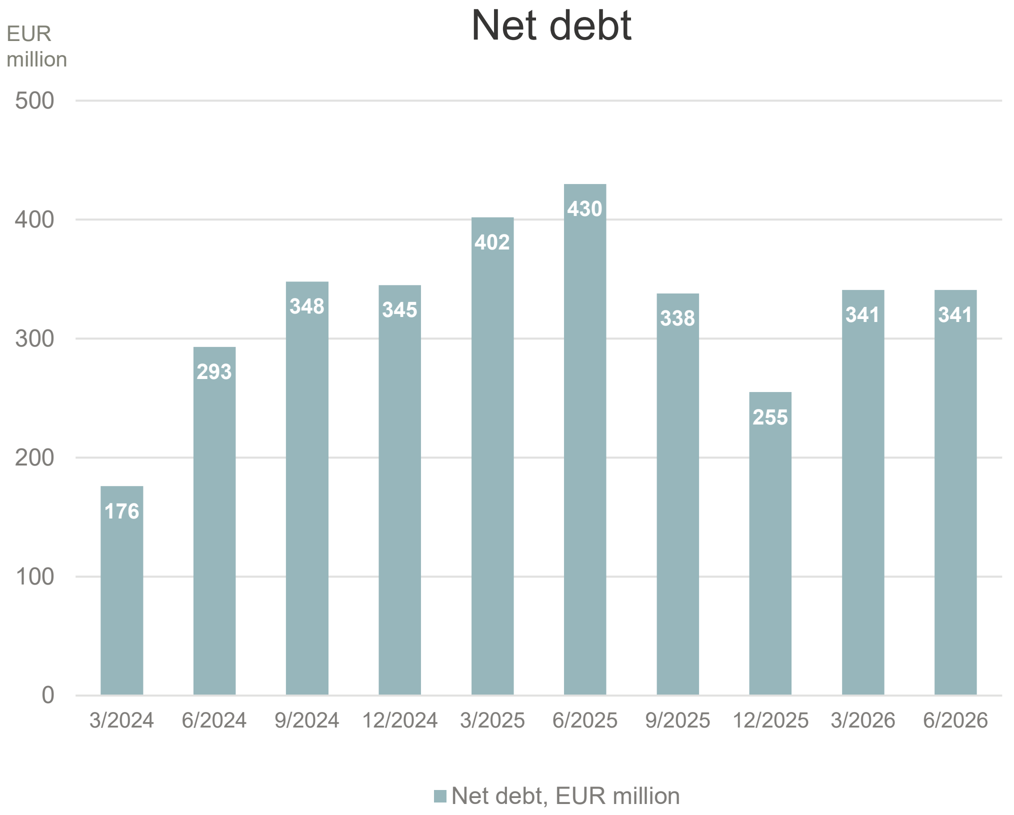
Dividend received from Metsä Fibre is included in cash flow from operations:
Q1’24: €10m, Q1’25: €0m, Q1’26: €0m

Strong liquidity and secured refinancing support financial flexibility

June 2026

- Strong liquidity position of EUR 547 million, including EUR 250 million undrawn RCF
- Secured refinancing of EUR 250 million bond maturing in 2027
- Net debt EUR 341 million; leverage elevated at 17.7x due to weak LTM EBITDA
- Investment-grade ratings maintained by Moody's and S&P



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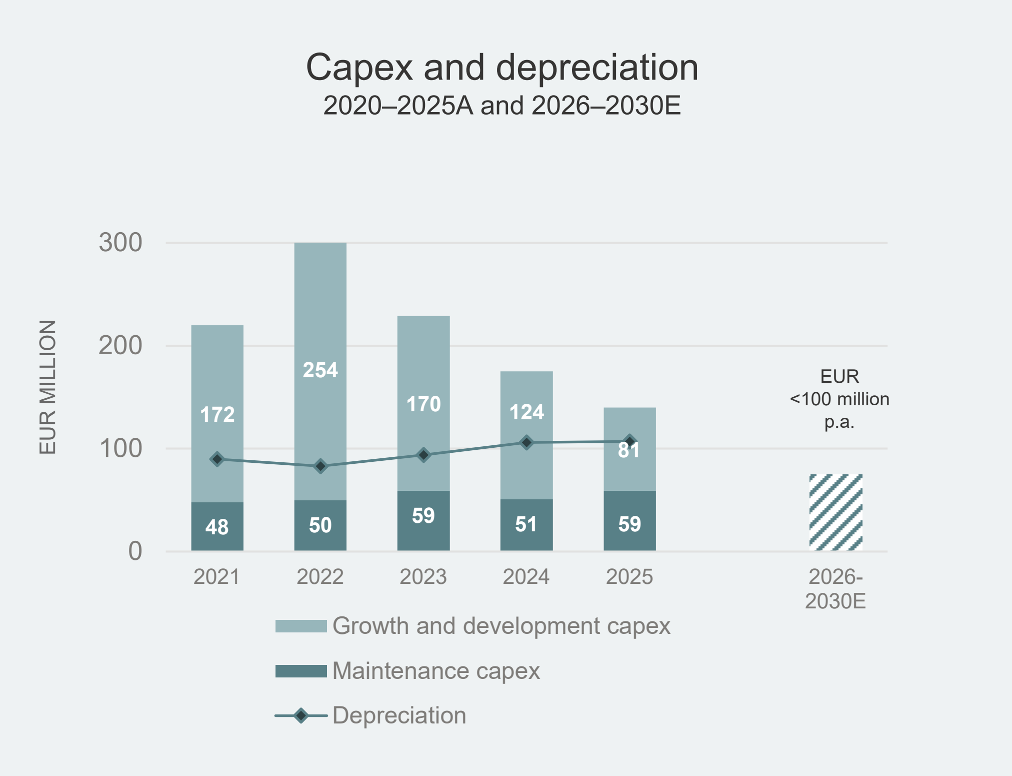
Major investment phase completed – Structurally lower capex ahead



H1 2026, actual capex

- EUR 24 million, of which 45% development investments including acquisitions and 55% annual maintenance

2026−2030, estimated capex

- clearly below EUR 100 million, out of which
  - annual maintenance at EUR ~50 million
- Carefully selected mill-specific investments possible to support long-term value creation

Husum remains the biggest potential

Profitability is heavily impacted by **U.S. tariffs** and the **weak pulp market**

High sensitivity to changes in paperboard demand, FX, wood and market pulp prices

Clear upside potential from **cost-savings initiatives** under the transformation programme

Increased **sheeting capacity in Winschoten enhances** utilisation of Husum's strengths in the European market

Sensitivity analysis of Husum integrated mill
Annual EBIT impact of a 10% increase in key components (a 10% decrease has the opposite effect)

- USD: EUR +30 million
- SEK: EUR -40 million
- Market pulp price: EUR +20 million
- Wood price: EUR -20 million

FX sensitivity is against the EUR and does not include the effects of hedging

Near-term outlook

Operating environment, 3−6 months

PACKAGING DEMAND

- Paperboard pricing and demand improved towards the end of H1, supporting the operating environment in H2

MARKET PULP

- Global demand remains constrained by low utilisation rates in the paper and paperboard industry
- In Europe, previous production curtailments may support gradual market rebalancing during H2

COSTS

- Iran-related cost pressures persist; Q3 impact expected to be similar to Q2, partly mitigated by commercial actions

FX

- Slightly negative impact in Q3 vs Q2

Metsä Board specific outlook for Q3’26 (compared to Q2’26)

- Cash flow-based operational steering and strict working capital management remain priorities; Operating cash flow estimated to remain at Q2 level
- Paperboard delivery volumes expected to remain at Q2 level, improved pricing at the end of H1 expected to support profitability
- Transformation programme measures continue to ease the cost structure
- Long shutdown at Husum and higher maintenance activity will have a significant negative impact on Q3 earnings
- Metsä Fibre result contribution expected to remain negative, reflecting extensive maintenance activity and continued low pulp production utilisation rates

Executing the 4Strategy

Pillar	Strategic focus	KPI	H1 2026	H1 2025	FY 2025	Target 2030
SAFE	Safety, quality and sustainability	TRIF	5.8	4.3	4.8	0
SHIFT	Capabilities and organisational renewal	People Power Index[1]	–	–	69	78
SCALE	Customer-centric growth	Net Promoter Score	43	45	45	55
		Revenue growth (CAGR) of Consumer Packaging business	-19	–	-11	>4% annually
STREAMLINE	Improve profitability and operational efficiency	Paperboard production OEE%[2]	68%	73%	71%	85%
		Operating NWC[3], EURm	254	478	168	EUR 200 million
		EBITDA improvement, run-rate	135	–	52	EUR 200 million[4]

1) reported annually
2) OEE % = Time Efficiency % x Speed Efficiency % x Quality Efficiency % x Material Efficiency %
3) at the end of period
4) run-rate improvement by the end of 2027

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Gaining market share through service excellence

- We expect service excellence, innovation and customer proximity to drive further market share gains and profitability in our core markets, Europe and North America
- Investments in new sheeting capacity in Winschoten and our Milan design studio strengthen our customer offering
- Metsä Board gained market share in European FBB, with prices improving slightly towards the end of H1

Summary

- Higher volumes supported profitability
- Positive pricing trend towards the end of the quarter
- Husum and weak pulp market remained the main headwinds
- Transformation on track,
  ~67% of run-rate target achieved

Focus next

- Cash flow and working capital discipline
- Improving Husum profitability
- Service-led growth, market share gains and commercial actions
- Execution of *Lead the Pack* strategy

Q&A

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Appendix

Key financials

		Q2/26	Q2/25	Change Q2/26 vs Q2/25	Q1-Q2/26	Q1-Q2/25	Change Q1-Q2/26 vs Q1-Q2/25	FY/25
Sales	EURm	432	460	-6%	826	941	-12%	1,776
EBITDA*	EURm	30	6	395%	47	57	-18%	30
Operating result*	EURm	3	-23		-8	0		-80
*% of sales**	*%*	*0.7*	*-4.9*		*-0.9*	*-0.0*		*-4.5*
Metsä Fibre's share of operating result*	EURm	-5	-9		-11	-3		-33
Earnings per share	EUR	-0.02	-0.06	-72%	-0.06	-0.08	-27%	-0.44
*ROCE**	*%*	*0.8*	*-3.3*		*-0.4*	*0.2*		*-3.1*
Total investments	EURm	11	19	-44%	24	35	-31%	140
Cash flow from operations	EURm	9	-10		-62	-38	-62%	240
IB Net debt at end of period	EURm	341	430		341	430		255

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**comparable*

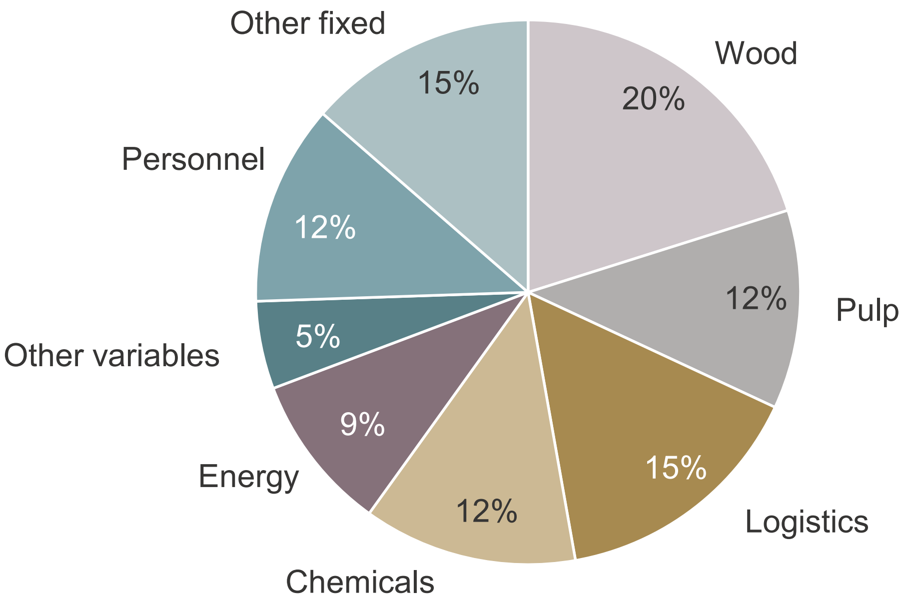
Cost development and structure

Topical at the end of H1'26

- Transformation programme
  - EUR 135m annual run-rate EBITDA improvement achieved (value of implemented actions), ~67% of the EUR 200m target by end-27
  - Improvement mainly from reduced fixed and variable costs
- Structural measures
  - Tako mill closure to improve annual EBITDA by ~EUR 30m (~75% realised by end of H1)
- Cost development (H1'26 vs. H1'25)
  - Total costs down ~2% YoY, driven by lower wood and chemical costs

Metsä Board's cost structure in 2025

Total costs EUR 1.7 billion (1.9)



* **Pulp:** Metsä Board purchases all external pulp from its associated company Metsä Fibre, of which Metsä Board owns 24.9%.
Metsä Fibre's pulp cost structure in 2025: Wood 57%, Chemicals 10%, Logistics 9%, Energy 3%, Personnel and other fixed 21%.

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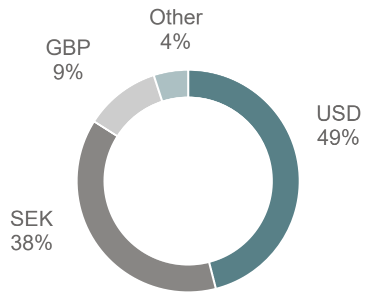
Impacts of FX

- Impact, including hedges, actual
  - H1’26 vs H1’25: EUR -24 million
  - Q2’26 vs Q1’26: flat

- Estimated future impacts, including hedges
  - Overall negative impact in FY’26 vs FY’25
  - Q3’26 vs Q2’26 slightly negative

Annual FX transaction exposure
total EUR 1.0 billion



The foreign currency transaction exposure consists of foreign-currency-denominated sales and costs.

Hedging policy:

In addition to the balance sheet position of trade receivables and trade payables, 50% of the projected annual net foreign currency exposure at the normal level is hedged.

At the end of Q2’26, an average of 8.3 months of the net foreign currency exposure was hedged.

FX sensitivities, excluding hedges

A 10% strengthening of foreign currency vs EUR would have an impact on Metsä Board’s EBIT

Currency	Next 12 months
USD, $	EUR +50 million
SEK, kr	EUR -40 million
GBP, £	EUR +10 million

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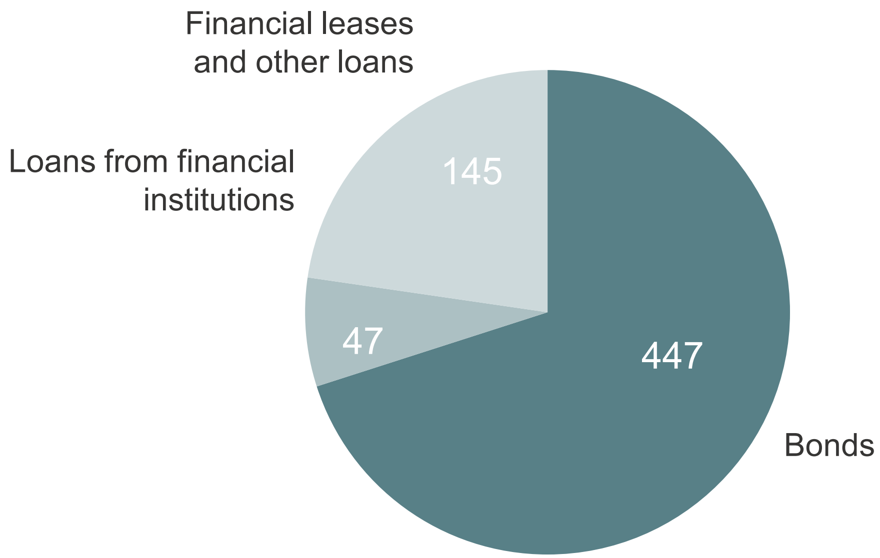
Interest-bearing debt and liquidity

30 June 2026

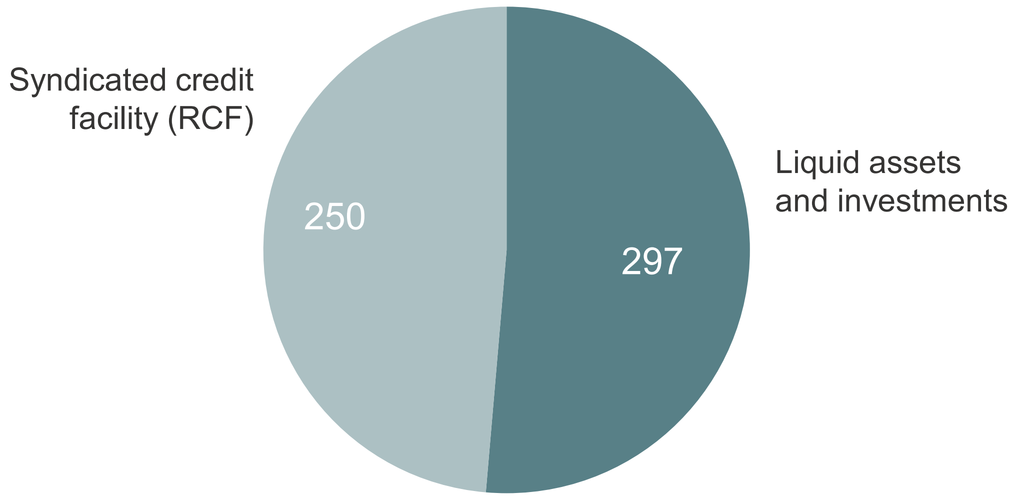
Interest-bearing debt

EUR 638 million



Liquidity

EUR 547 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**

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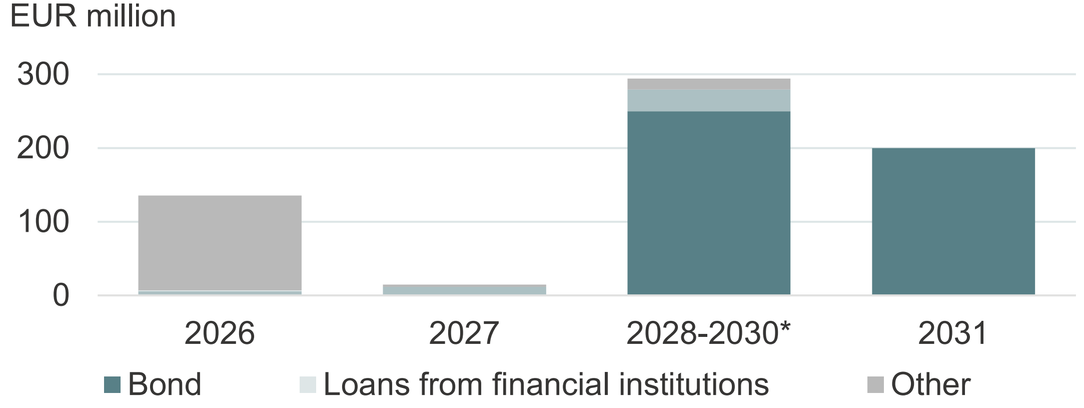
Debt maturity and credit ratings

Topical at the end of H1’26

- Total interest-bearing debt was EUR 638 million, and net debt was EUR 341 million
- The average interest rate on loans at the end of the review period was 3.0%, and the average maturity of long-term loans was 2.7 years
- H1 2026 net financial costs, including foreign exchange differences, were EUR -10 million (2025: -17)

Maturity of interest-bearing debt

Total EUR 638 million



*) Includes a committed refinancing facility for the bond maturing in September 2027. The facility can be drawn if a new bond is not issued prior to maturity.

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

Key sustainability figures

TARGET
set for 2030

ACTUAL
H1 2026

Accidents at work
TRIF, TARGET 0

ACTUAL: 5.8
FY2025: 4.8

Certified wood fibre
TARGET 100%

ACTUAL 90%
FY2025: 92%

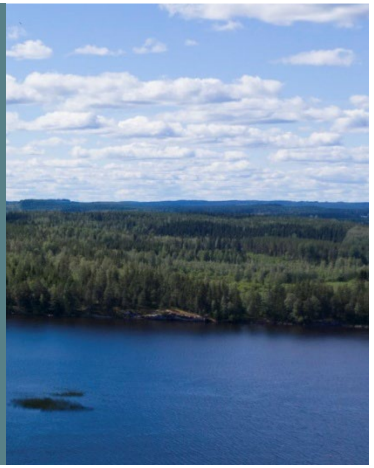
Fossil-based CO_2 emissions[1)]
TARGET 0

ACTUAL:
Scope 1: 59kt
FY2025: 121kt

Scope 2:
FY2025: 211t

Process water use[2)]
TARGET -35%

ACTUAL -7.7%
FY2025: -8.0%



Energy efficiency[2)]
TARGET +10%

ACTUAL -8.9%
FY2025: -7.2%

TRIF = Total Recordable Injury Frequency per million hours worked

1) Scope 2 emissions are reported only annually
2) per tonne produced, rolling 12 months, change from the base year of 2018

External assessments and own commitments

Metsä Board has an “A” score in the Climate, Forests, Water, and Supplier Engagement Assessment.

Total score 90/100. Metsä Board has achieved the highest rating level every year since 2017.

Latest full ratings update in August 2025.

Metsä Board’s GHG emission reduction targets are validated by the Science Based Targets initiative.

As part of Metsä Group, Metsä Board is committed to the UN Global Compact corporate responsibility initiative and its principles in the areas of human rights, labour, the environment and anti-corruption. Metsä Board also supports the UN’s Sustainable Development Goals, the SDGs.

Read more about Metsä Board’s ESG ratings on the sustainability website.

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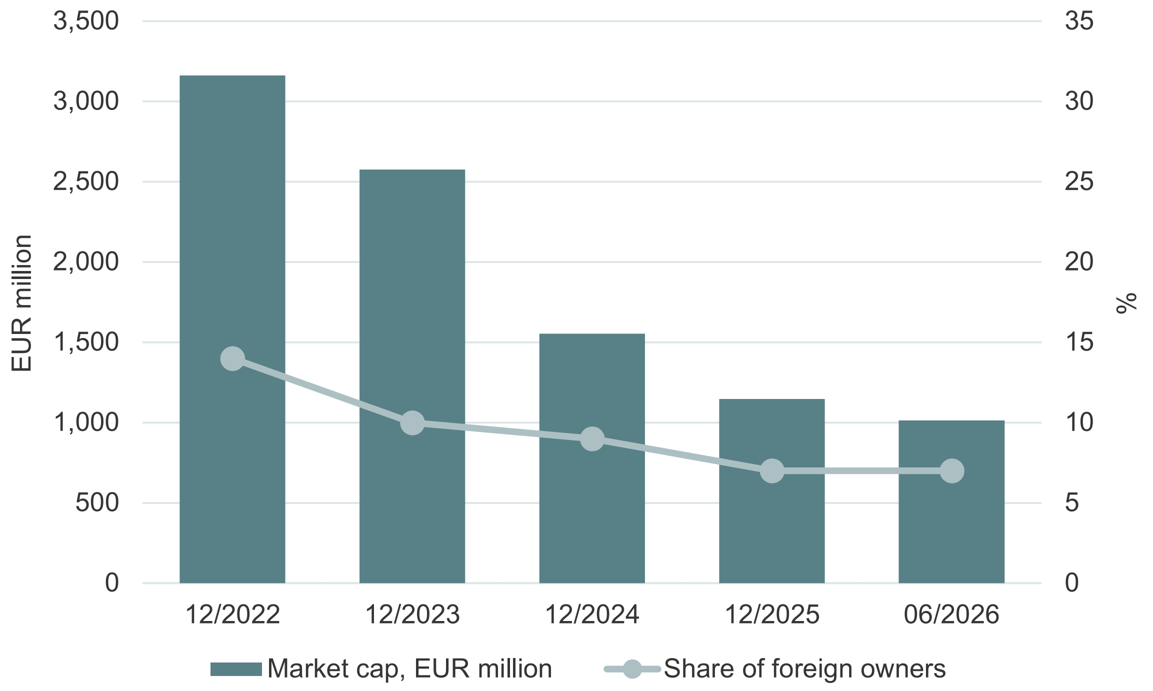
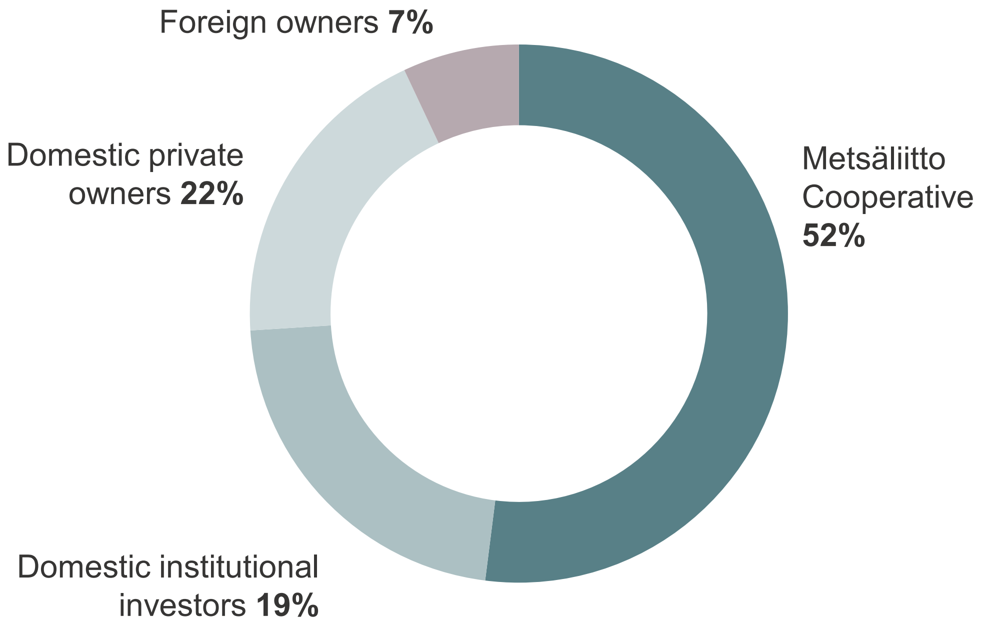
Market cap and ownership distribution

Metsä Board has over 70,000 shareholders, combined amount of A and B shares

Market cap and foreign owners



Ownership distribution
30 June 2026



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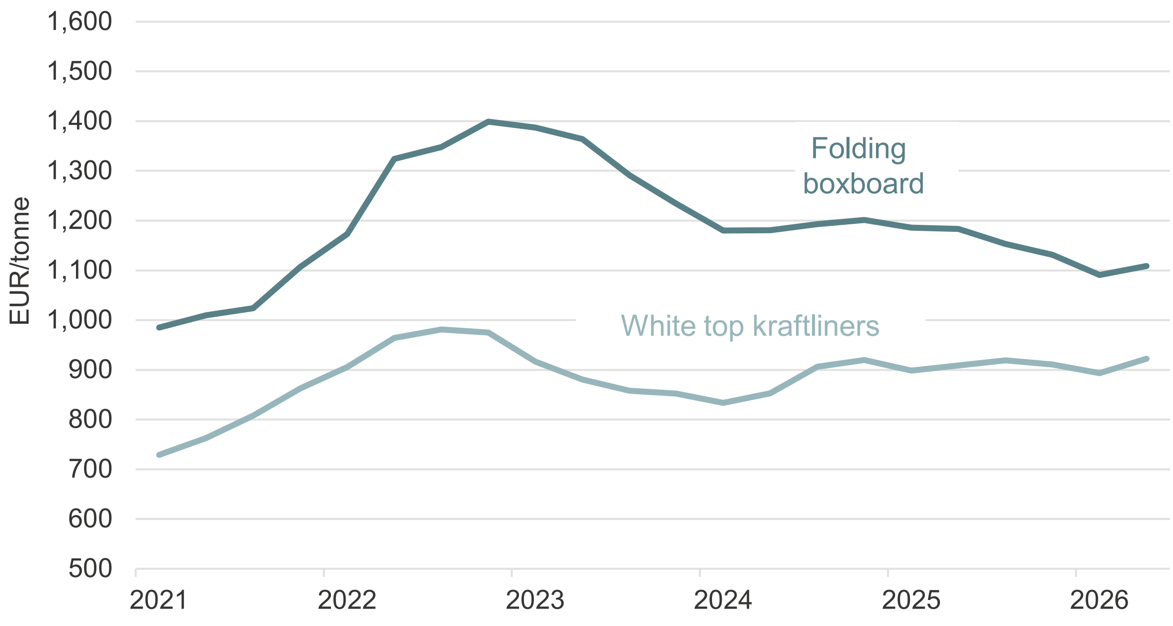
Price development of FBB, WKL and market pulp

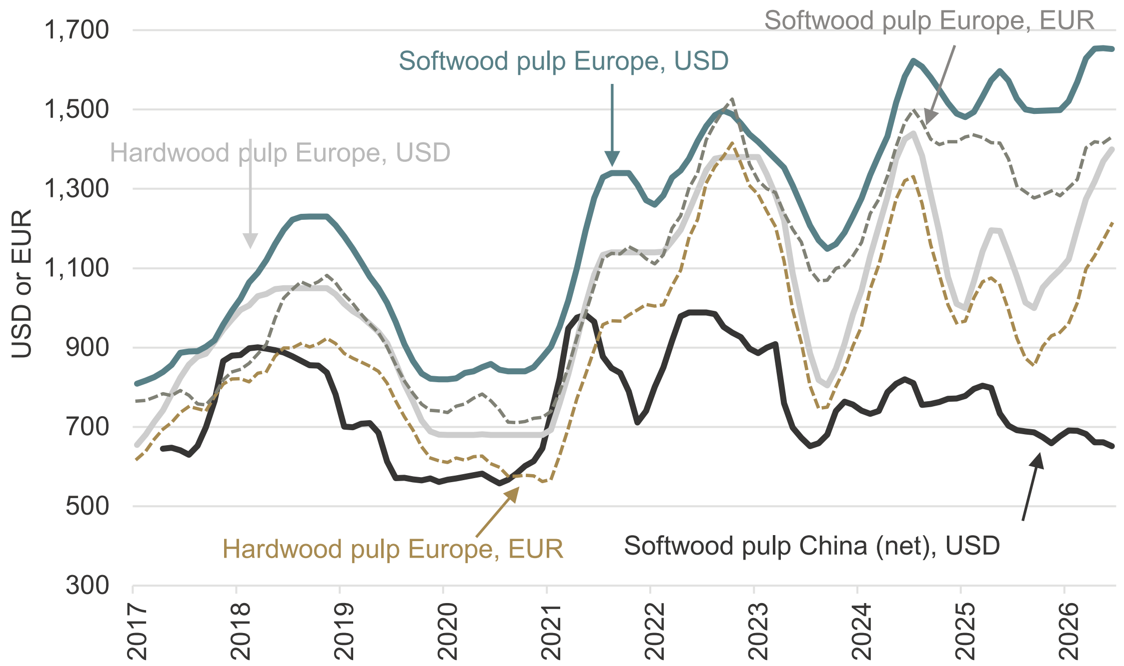
Price development of folding boxboard & white kraftliners in Europe



Source: Fastmarkets RISI & Fastmarkets FOEX

Price (PIX) development of market pulp in Europe (gross) and China (net)

NOTE! European PIX prices are based on gross prices and do not reflect period-specific discounts that affect the development of realised net prices.



Source: Fastmarkets FOEX

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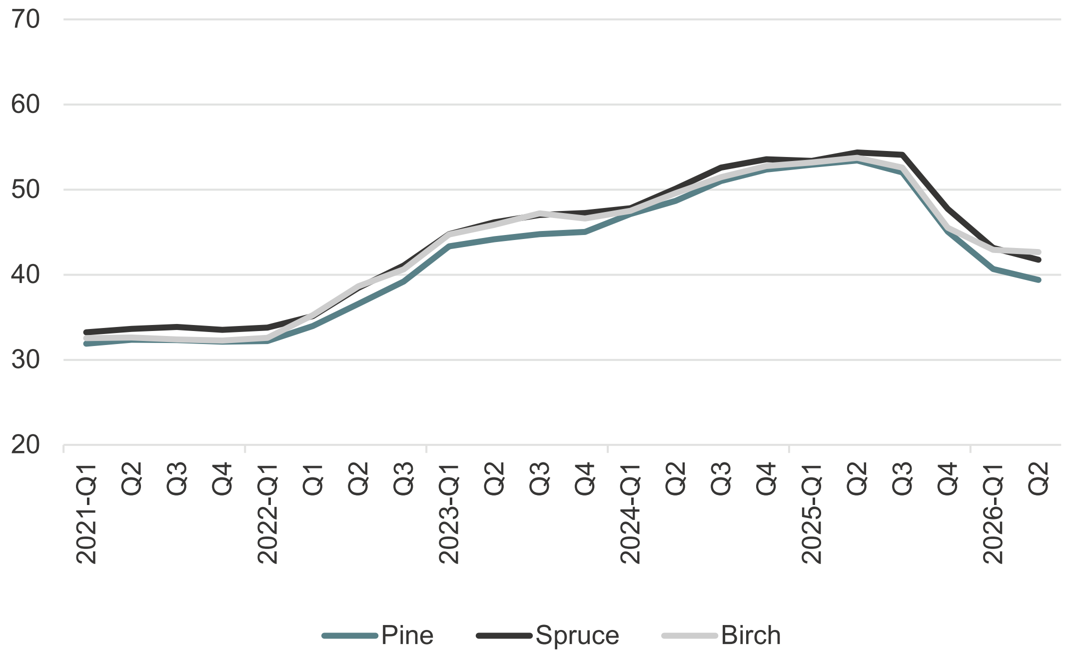
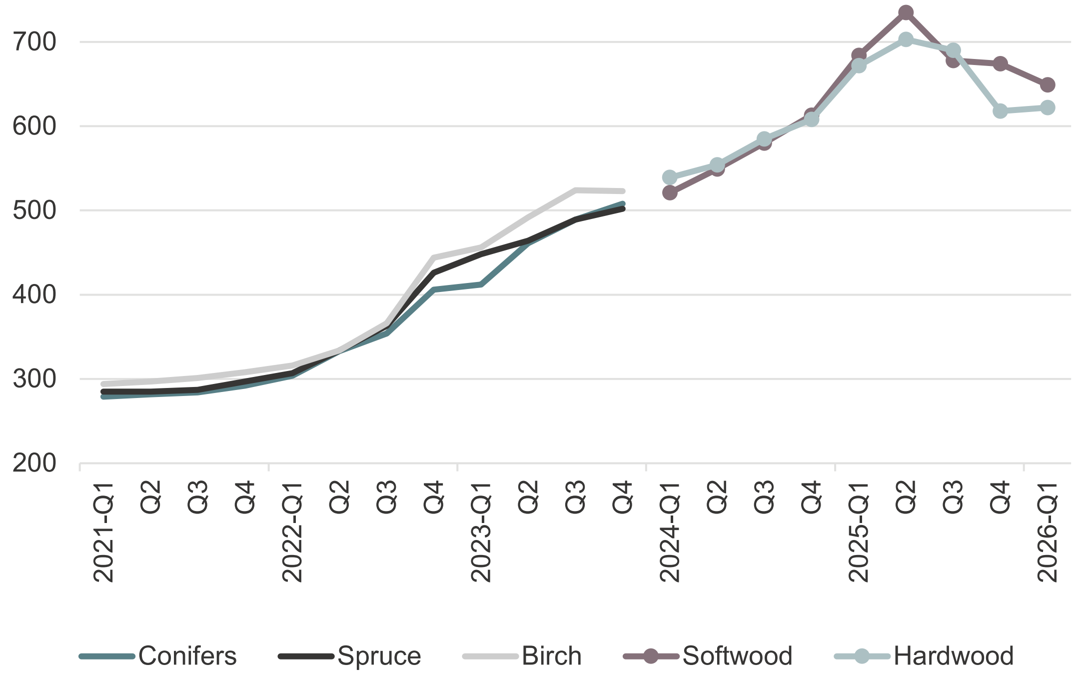
Price development of pulpwood in Finland and Sweden

Price (delivery at roadside, on bark) of pulpwood in Finland, EUR/m^3



Price (delivery at roadside, under bark) of pulpwood in Sweden*, SEK/m^3



* Swedish pricing data comes with a one-quarter delay compared to the Finnish pricing data. *(SEK per cubic metre under bark)*

Sources: Finland – Luke (Natural Resources Institute Finland): Average delivery prices at roadside (EUR per solid cubic metre with bark, excl. VAT)
Sweden – Skogsstyrelsen (The Swedish Forest Agency): Average delivery prices at roadside (SEK per cubic metre under bark)

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