

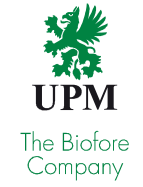


UPM Raflatac Labeling a smarter future

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UPM Raflatac Self-adhesive labels in end-use



UPM Raflatac

Long term trends are positive for labelstock market growth



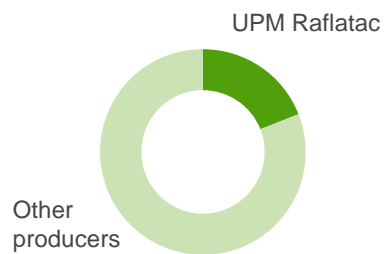
Tailored marketing
Population growth
Productivity
Single households
Reliability
Ease of use
Consumerism
Packaged goods
Private consumption
Label demand
Urbanization
E-commerce
Sustainability
Retailing changes
Higher standard of living
Product safety
Differentiation
Regulation
shelf-appeal

UPM Raflatac The self-adhesive labelstock market

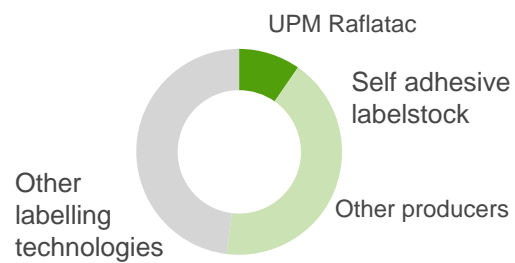
- >EUR 8bn global market
- ~4% p.a. growth
- Private consumption driven
- Largest of the labelling technologies
- ~1/5 of total self adhesive materials markets



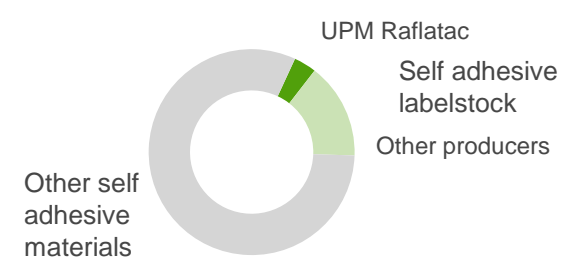
Self-adhesive labelstock market



All labelling technologies



All self adhesive materials



UPM Raflatac Our global platform



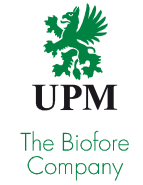
Key facts

- #2 globally in labelstock
- Business in 120 countries
- >8000 customers
- >3000 people in six continents

Our strengths

- Global reach & service
- Efficient operations and supply chain
- Sustainability leadership
- End use driven R&D capabilities

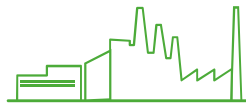
UPM Raflatac Strategy for profitable growth



Increased customer reach



Wider product portfolio



Winning operations



**Enabled by strong common capabilities and global operating model
Potentially accelerated with M&A if feasible**

UPM Raflatac

Case: Wine & Spirits



Attractive market trends

- Underlying market growth in e.g. China
- Branding & visual appearance ever more important – also sustainability
- Continued technology transfer from wet-glue to self adhesive labels

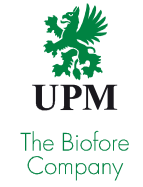
Raflatac success factors

- Global capabilities with local service – present in all major wine growing regions
- New, innovative & cost effective label solutions
- Industry leader in sustainability
- Value chain collaboration with customers, end-users, designers and suppliers

UPM Raflatac's growth in Wine & Spirits



UPM Raflatac Case: Subsegmented offering in Pharma



UPM Raflatac Case: Sustainability innovations



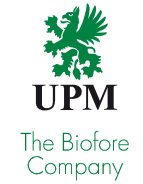
RafCycle® Turn waste into a resource



- Solution for waste from end users, label printers and labelstock manufacturing
- >100 partners
- Preserves resources, optimizes yields & circularity and fosters overall system effectiveness

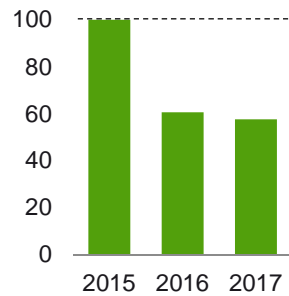


UPM Raflatac Winning operations

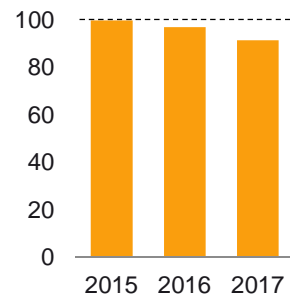


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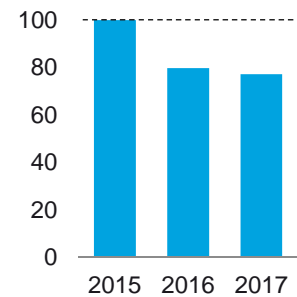
Better Safety
(Lost Time Accident Frequency index)



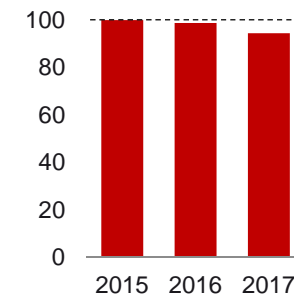
Less Quality Defects
(Waste, Claims, 2nd quality index)



Less Working Capital
(Turnover days index)



Better Cost Efficiency
(Fixed costs €/m² index)



Safety – Quality – Capital efficiency – Cost competitive capacity

UPM Raflatac

Strong platform to build on

- Clear growth potential in the markets
- UPM Raflatac: global reach & scale, local service
- Sustainability is a key strength
- Clear strategy to continue growth & value creation:
 - Improving customer reach
 - Widening product portfolio
 - Continuously improving operations
- Supported by focused investments, potentially M&A





UPM

The Biofore
Company