



UPM

From transformation to growth

Massimo Reynaudo
President and CEO

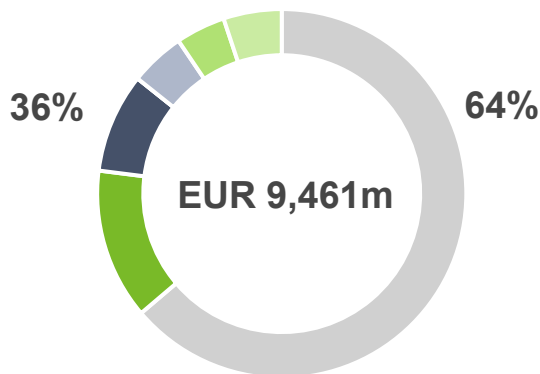
UPM **BIOFORE-BEYOND** FOSSILS

15 YEARS OF TRANSFORMATION

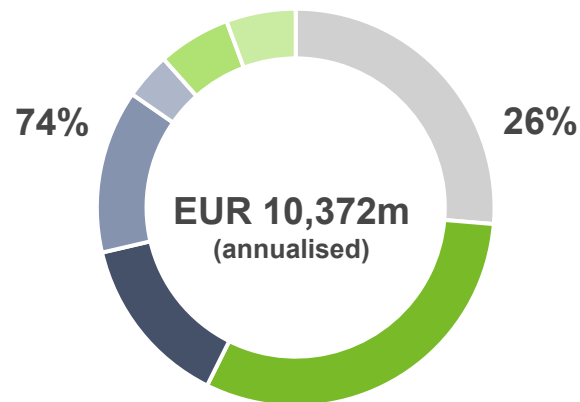
We transformed from a paper producer in a declining market to a company with advanced materials in growing markets



Sales 2008



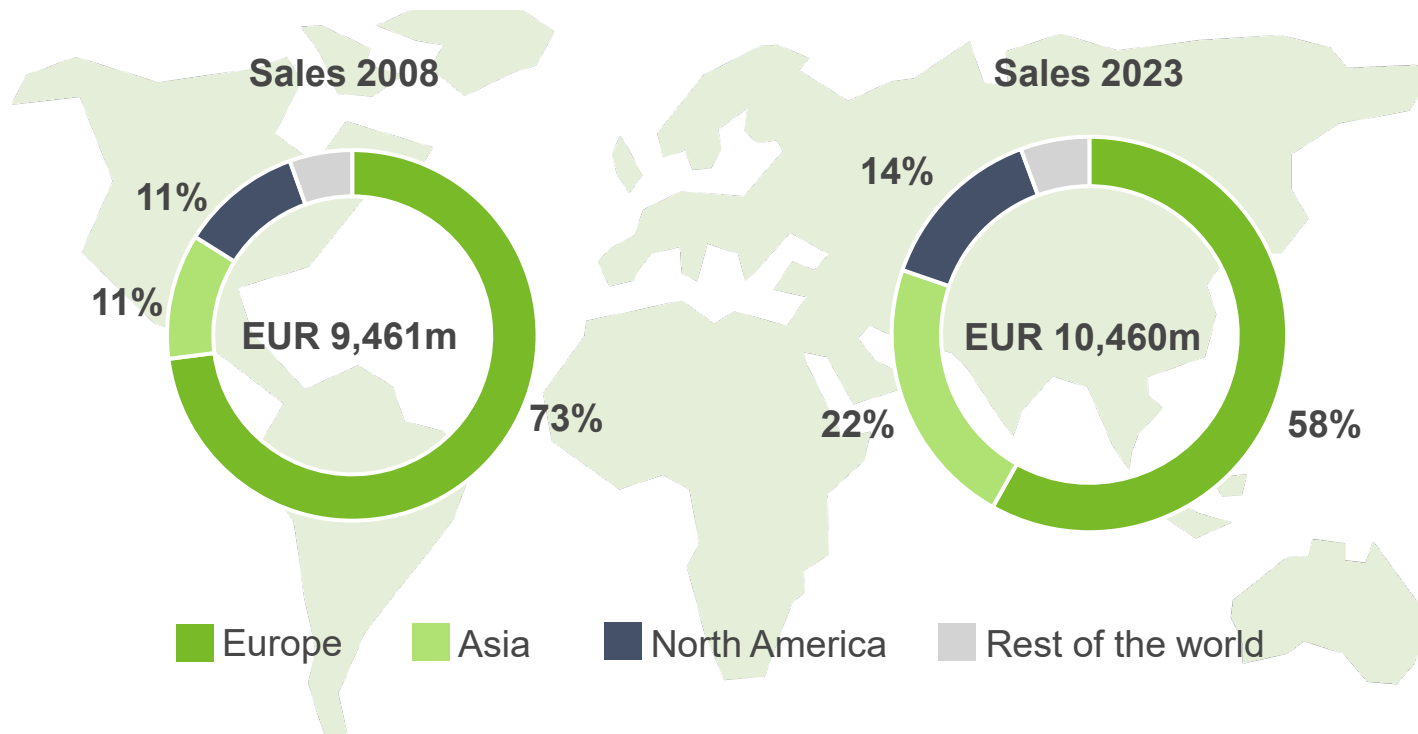
Sales H1 2024



■ Communication Papers ■ Fibres ■ Raflatac ■ Specialty Papers ■ Plywood ■ Energy ■ Other

15 YEARS OF TRANSFORMATION

We globalised our market presence



15 YEARS OF TRANSFORMATION

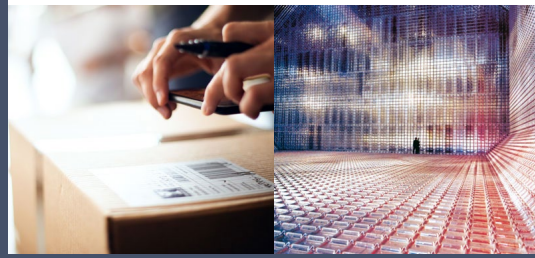
We built competitive business platforms



From resource to global #3
World-class Uruguay platform



Scaled up to strong
market positions (global #1-2)



From resource to 12 TWh
New business dev. & IPR



15 YEARS OF TRANSFORMATION

We achieved leading position in sustainability, build on leading global standards



Member of
**Dow Jones
Sustainability Indices**

Powered by the S&P Global CSA

MSCI
ESG RATINGS

CCC B BB BBB A AA **AAA**



CLIMATE FORESTS



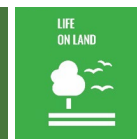
**World
Benchmarking
Alliance**



SCIENCE
BASED
TARGETS

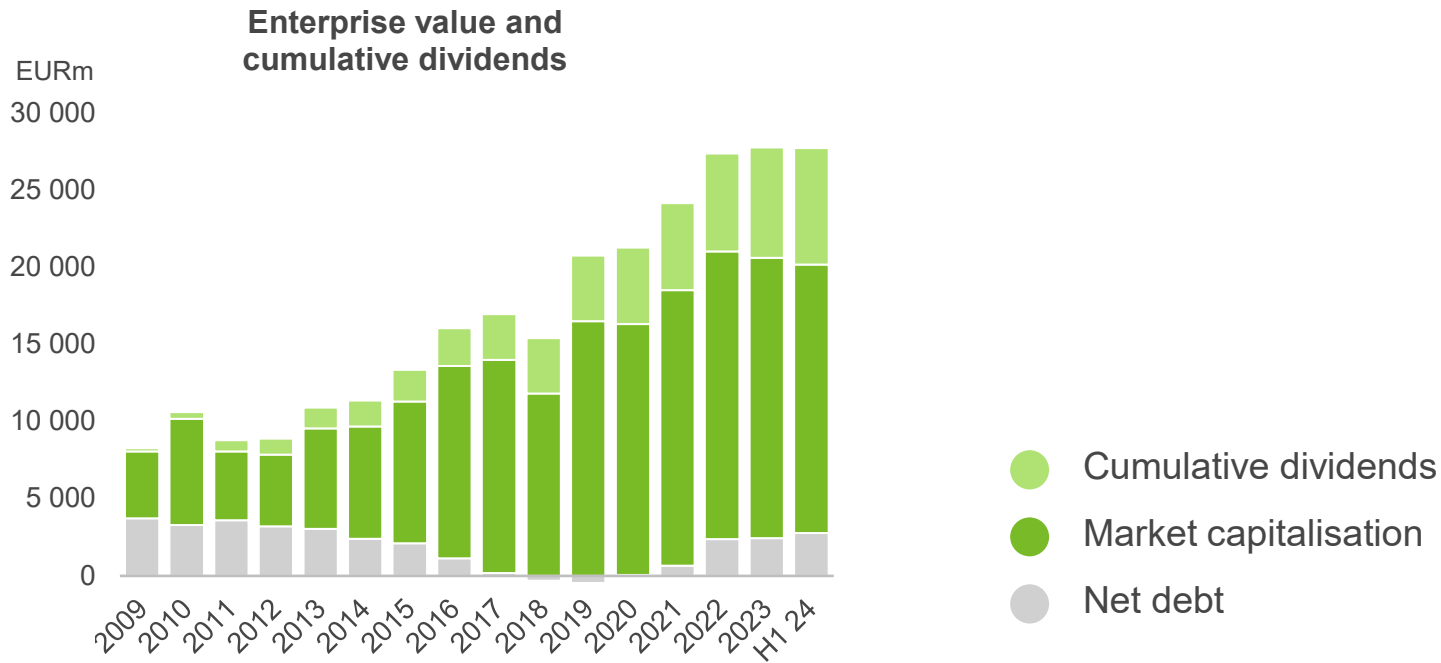
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

**THE Paris...
CLIMATE 10 years
PLEDGE Early**



15 YEARS OF TRANSFORMATION

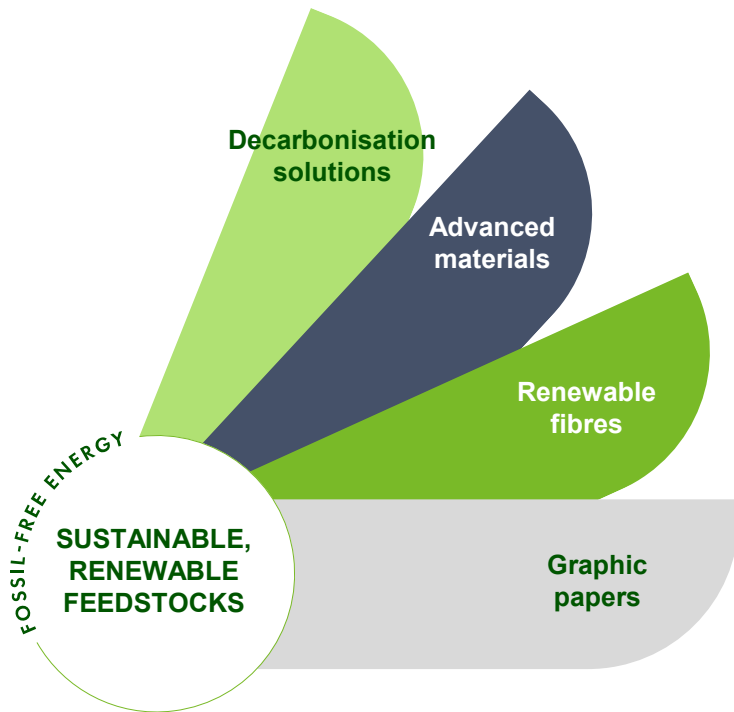
We delivered robust 14% pa TSR^(*) through strong performance and effective capital allocation





Ready to
accelerate growth

Our business portfolio, leveraging the competitive business platforms

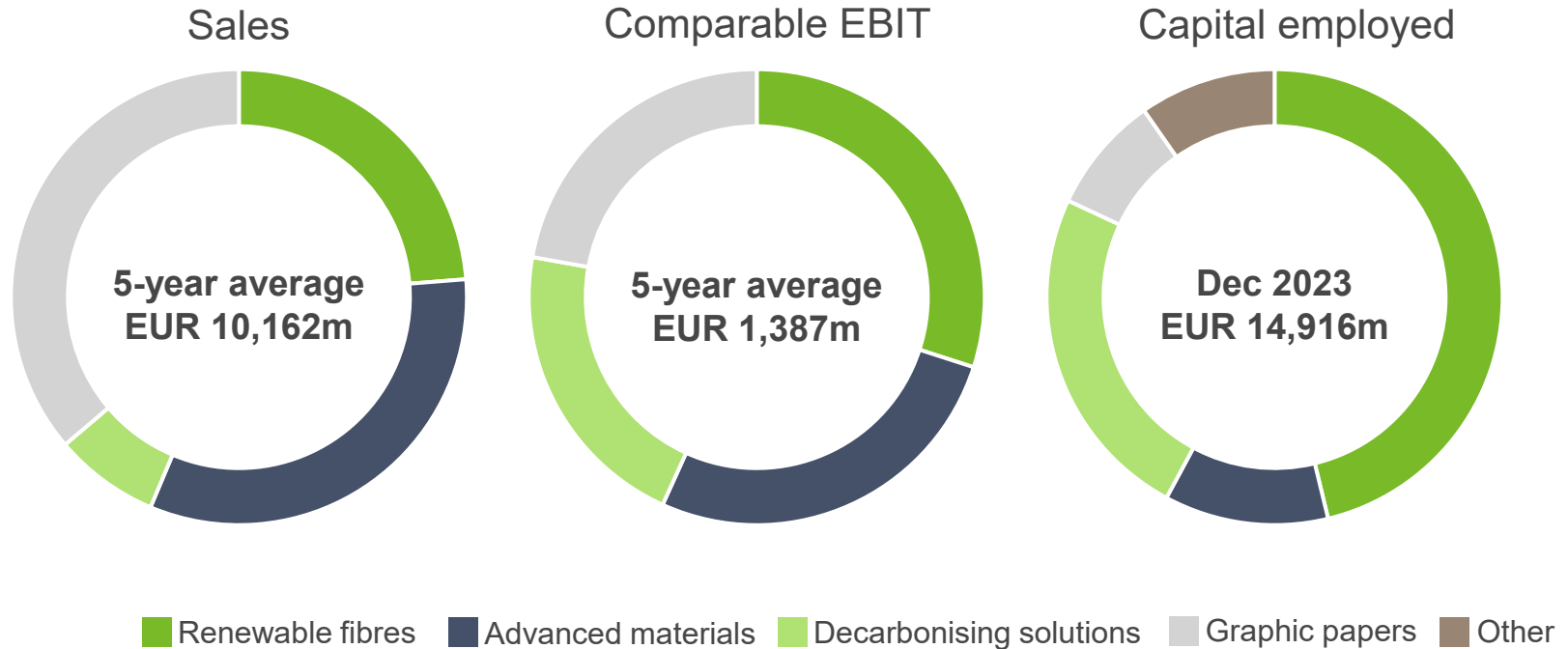


UPM portfolio provides growth in

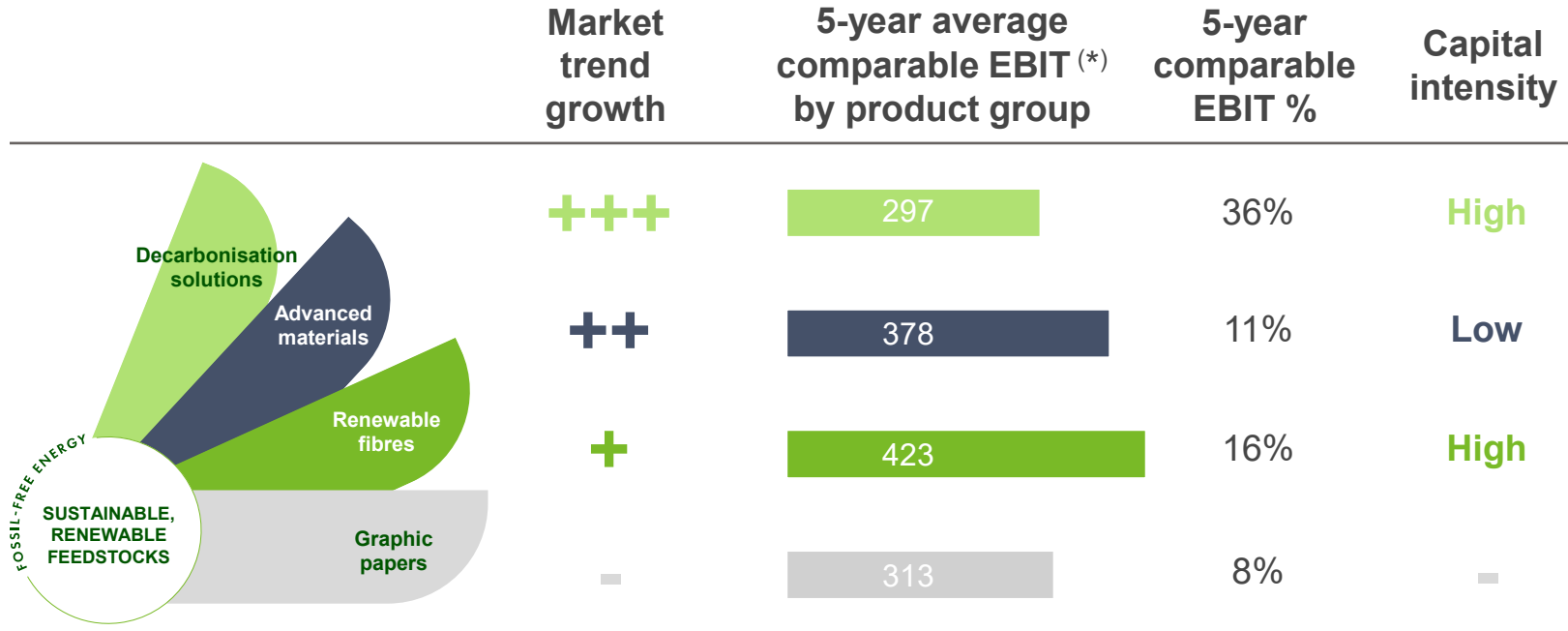
- **Decarbonisation solutions:**
biochemicals, biofuels and CO₂-free energy
- **Advanced materials:**
adhesive materials, specialty papers and plywood
- **Renewable fibres:**
pulp and other bioproducts

Sustainable, renewable feedstocks, about 600,000ha forests owned, over 500,000ha plantations under management

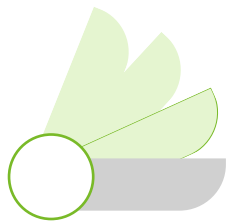
Strong balanced portfolio for the future



Our product markets provide healthy growth



(*) UPM average comparable EBIT 2019-2023 was EUR 1,387m



Graphic papers: Strong cash flow generation continues



TODAY

- Clear #1 in Europe, with full product portfolio
- Cost efficient operations
- Competitive assets

ACCELERATING PERFORMANCE

- Adjust capacity to market demand
- Optimise product, service mix
- Disciplined cost management
- Focus on free cash flow generation

5-year
cumulative
free cash
flow
EUR 1.9bn



Renewable fibres:

Capture the full benefit of the investment,
further gradual expansion

TODAY

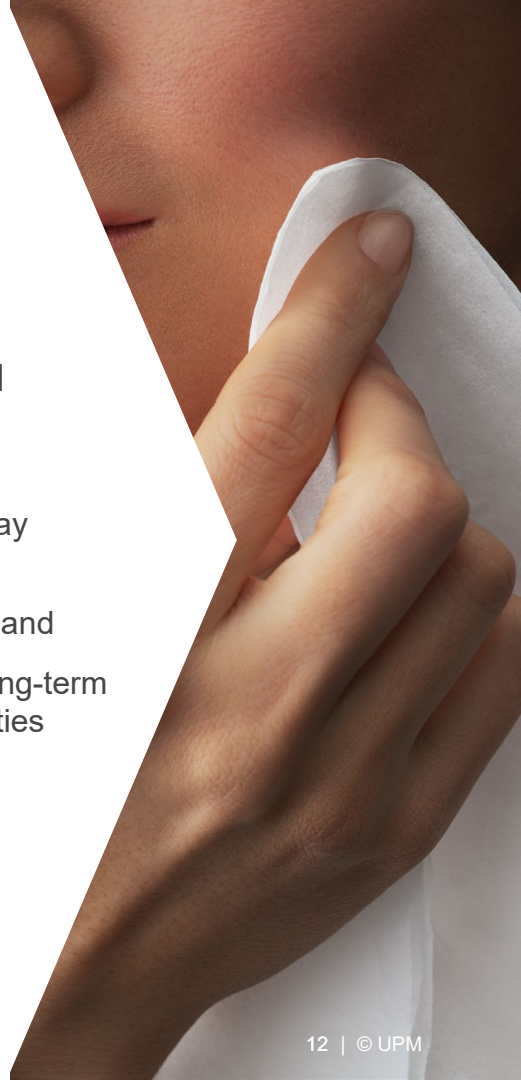
- #3 globally, #1 multi-fibre
- 5.8mt, 60% in Uruguay
- World-class low-cost platform in Uruguay

ACCELERATING PERFORMANCE

- Optimize in Uruguay for maximum returns
- Manage profitability in Finland

NEXT GROWTH STEPS

- Expand in Uruguay
- Optimise value generation in Finland
- Develop larger long-term growth opportunities





Advanced materials: Accelerate growth in current and adjacent markets



TODAY

- #1-2 market positions globally
- High-return businesses
- Fast-growth markets

ACCELERATING PERFORMANCE

- Capture the market recovery in volumes
- Sharpen competitiveness

NEXT GROWTH STEPS

- Organic growth
- Possible M&A
- Adjacent market opportunities



Decarbonisation solutions: Launch, scale up, maximise value



TODAY

- Presence in Biofuels
- Launching Biochemicals
- Strong IPR portfolio
- Access to competitive feedstocks
- 12 TWh CO₂-free energy

ACCELERATING PERFORMANCE

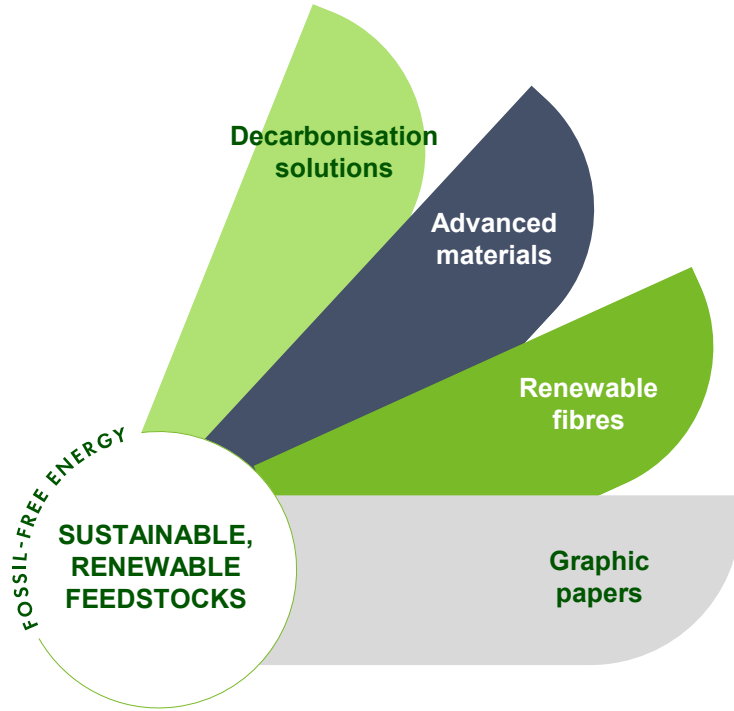
- Start Leuna & Biochemicals business
- Biofuels turnaround
- Maximise value on the electricity markets

NEXT GROWTH STEPS

- Entry to SAF
- Testing technology and securing feedstock supply in Biofuels
- Plan further expansion in Biochemicals
- Maximising value in energy market transformation



We aim to grow earnings with a balanced portfolio

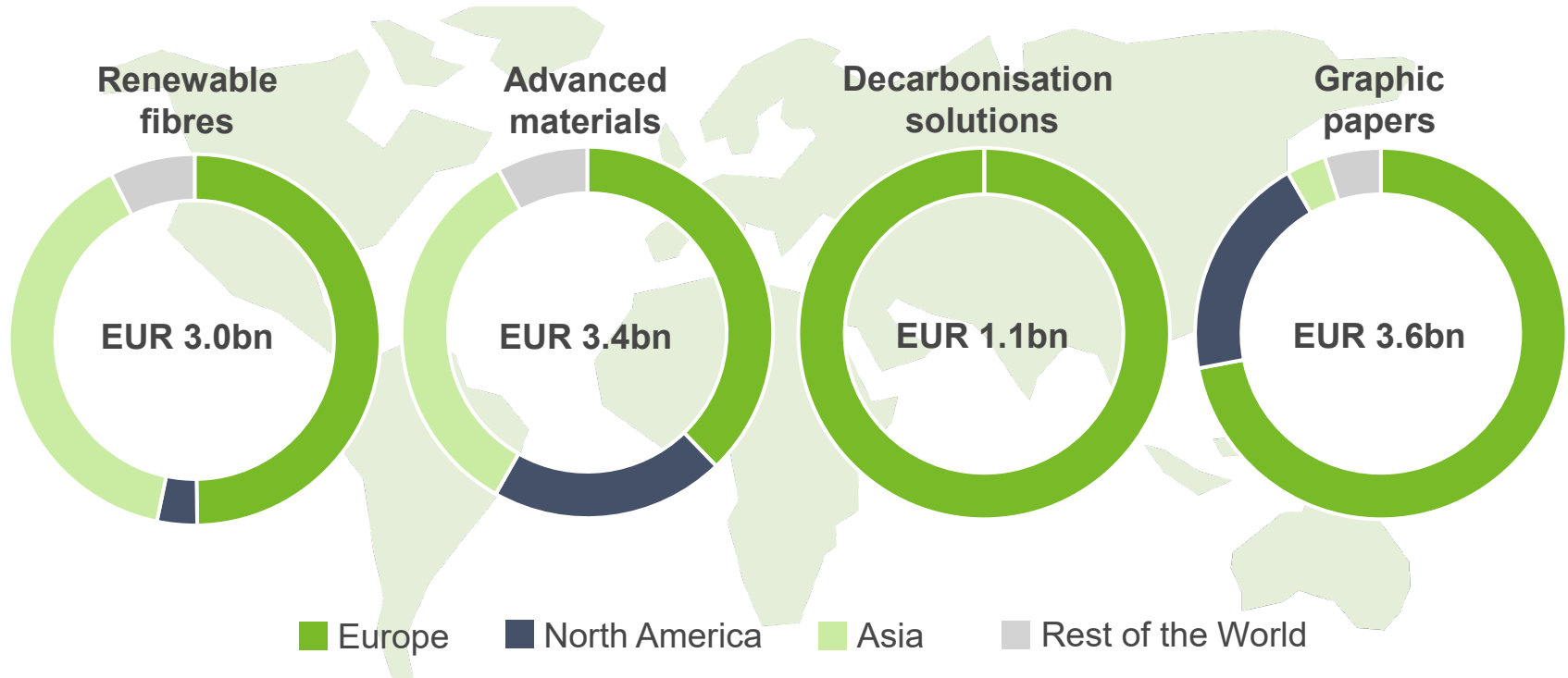


UPM comparable EBIT (*)



(*) This is illustrative, not a forecast

Geographical market presence



We are well positioned to capture opportunities in higher-growth geographies



(*) This is illustrative, not a forecast



We maintain our disciplined capital allocation

Strong portfolio of growth options

Criteria to invest

- Sizeable profit pool: robust demand growth and D/S outlook
- Structural competitive advantage (right to win)

Complemented by

- Attractive dividend
- Potential buybacks

UPM **BIOFORE**
BEYOND FOSSILS

