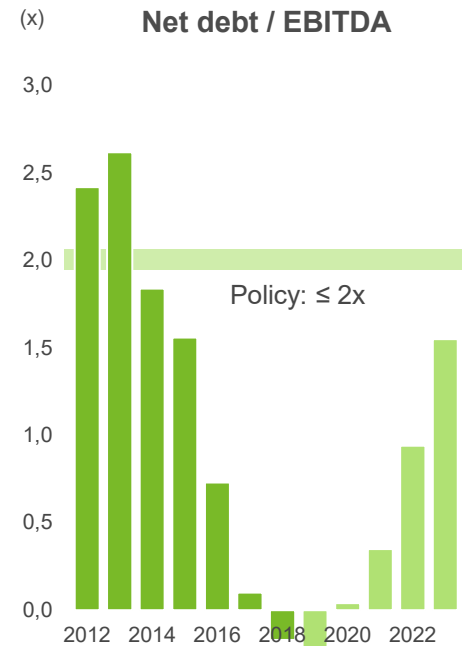
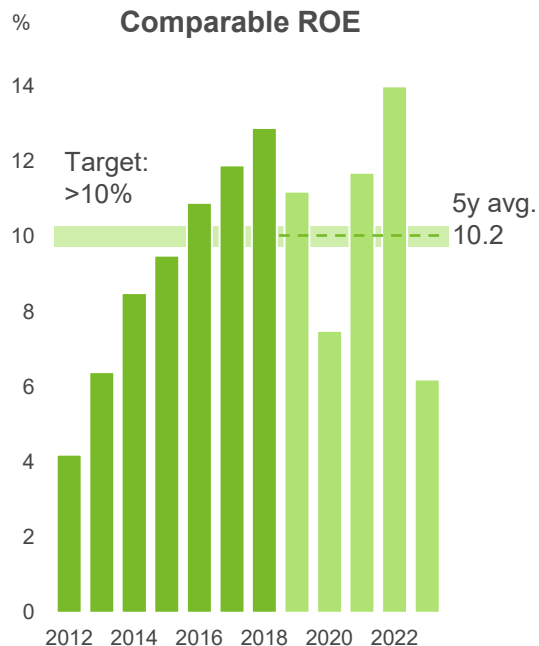
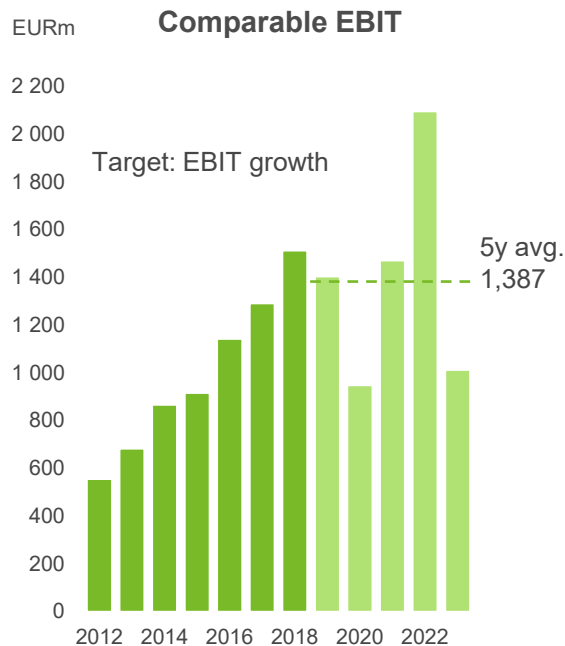


Earnings growth and effective capital allocation

Tapio Korpeinen
CFO

Unusually volatile five-year period 2019-2023 – target to resume earnings growth



Earnings potential from current operations, before accelerating growth

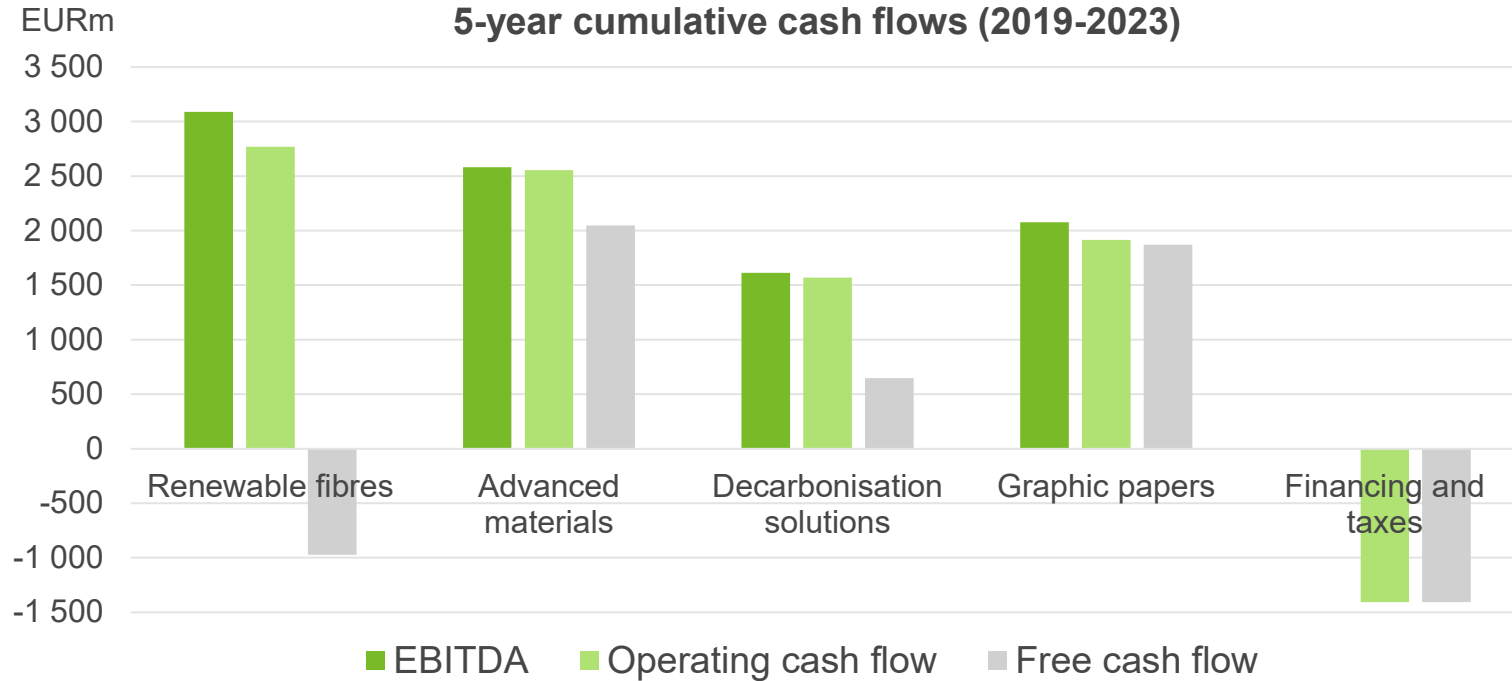
Positive drivers going forward

- Full contribution from the USD 3.47bn Uruguay investment
- Market recovery in Advanced materials

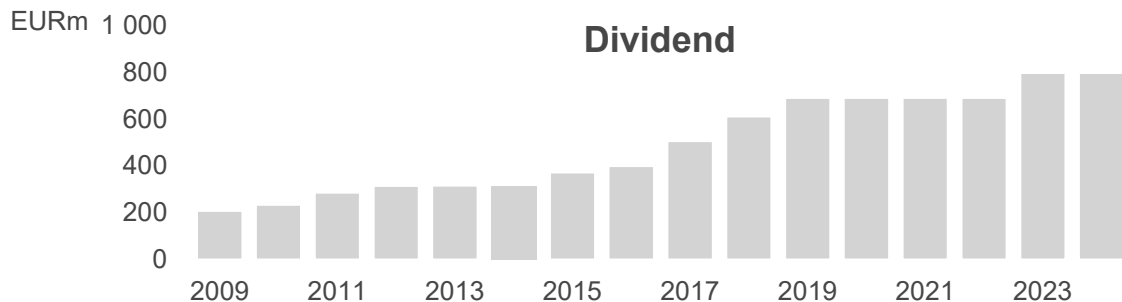
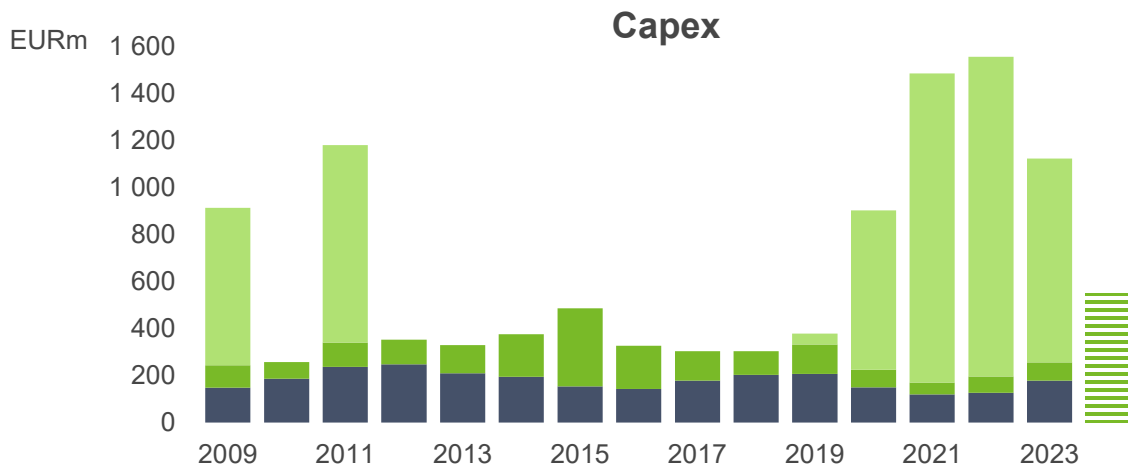
Current headwinds to be turned around

- Tight wood markets in the Nordic region
 - Structural challenge requires a structural solution
 - We manage profitability and optimise value generation
- Biofuels business EBIT in H1 2024 was EUR -31m
 - Return to profits, positive longer-term outlook
- Biochemicals business costs in H1 2024 were EUR -34m, ahead of start-up
 - Attractive earnings outlook once the Leuna biorefinery fully ramped-up

Strongly cash generative businesses

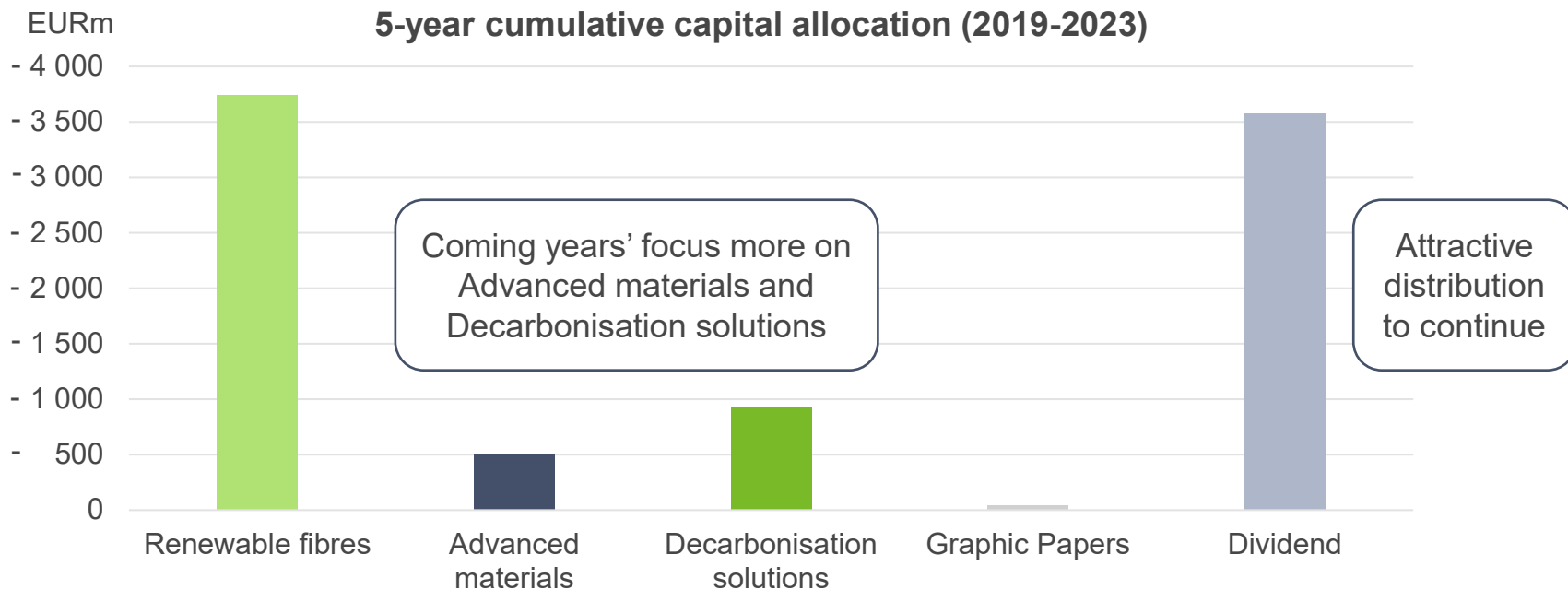


Major investment cycle coming to an end, predictable attractive dividend



- 2024-25 “harvesting period” with lower capex
- Strong balance sheet, maintain headroom to 2x EBITDA policy
- Predictable and attractive dividend
- Potential shareholder distribution to complement variations in growth investments

Recent investments focused on Renewable fibres and Decarbonisation solutions



Actual 5-year capital allocation (2019–2023)



PERFORMANCE FOCUS
**Strong operating
cash flow**



**ATTRACTIVE
SHAREHOLDER DISTRIBUTION**

EUR
3.6bn

**VALUE-ENHANCING
INVESTMENTS**

EUR
5.4bn

**STRONG
BALANCE SHEET**



Maintain headroom

Illustrative 5-year capital allocation(*) (2024–2028)



PERFORMANCE FOCUS
**Strong operating
cash flow**



**ATTRACTIVE
SHAREHOLDER DISTRIBUTION**

EUR
~4–5bn

**VALUE-ENHANCING
INVESTMENTS**

EUR
~3–4bn

**STRONG
BALANCE SHEET**



Maintain headroom

(*) This is not a forecast

What UPM aims to offer in the coming 5+ years?

- **Balanced growth...**
 - Advanced materials
 - Decarbonisation solutions
 - Renewable fibres
- **...with robust shareholder distribution**
 - Predictable and attractive dividend
 - Potential buybacks
- **Strong portfolio of growth options**
 - Sizeable profit pool: robust demand growth
 - Structural competitive advantage (right to win)

UPM **BIOFORE**
BEYOND FOSSILS

