



Carnegie Nordic Forest Seminar 2025

2025-09-18

Ivar Vatne, President & CEO



Leader in high performance paper and packaging materials

Serving customers in 100+ countries and on six continents

Industry know-how and production expertise to develop and produce outstanding material quality



Net sales

43.6
SEKbn

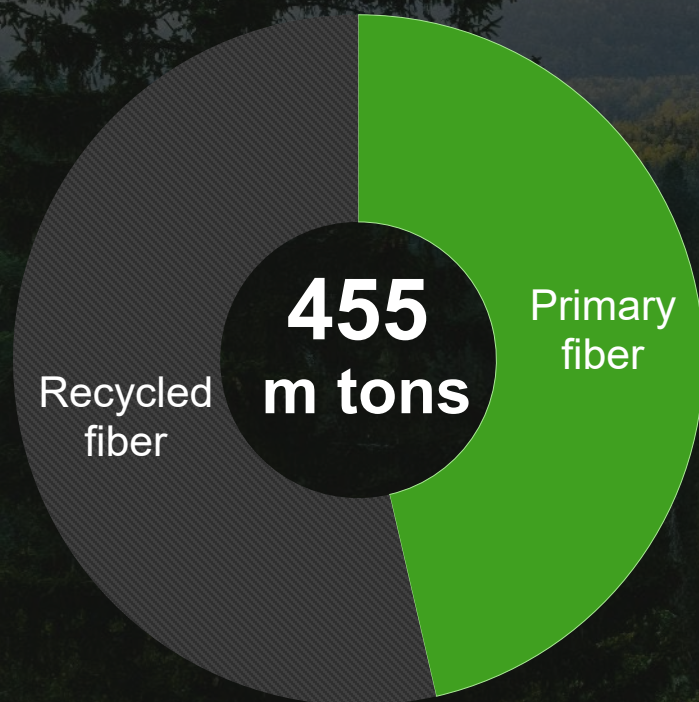
Adj EBITDA

5.3
SEKbn

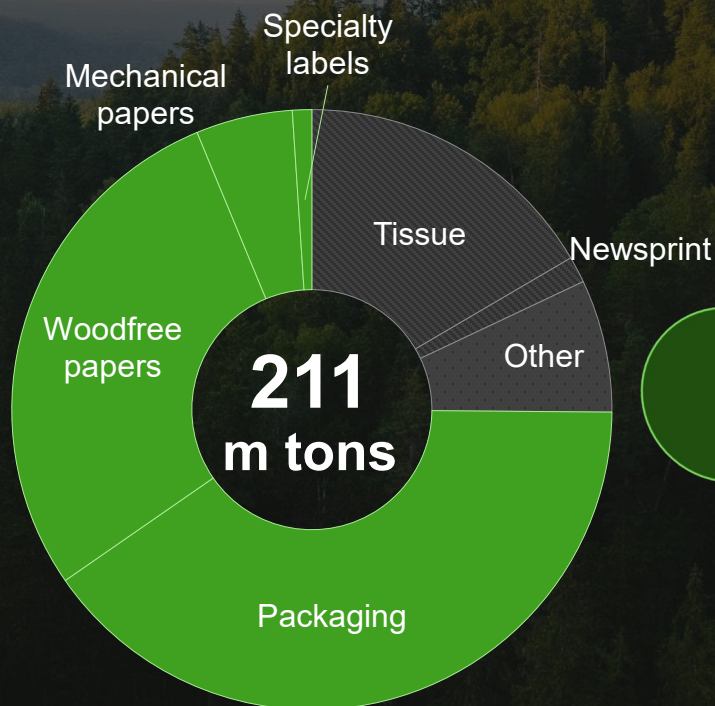
12%

We are a primary fiber producer and operate in ~20% of the global paper and board universe

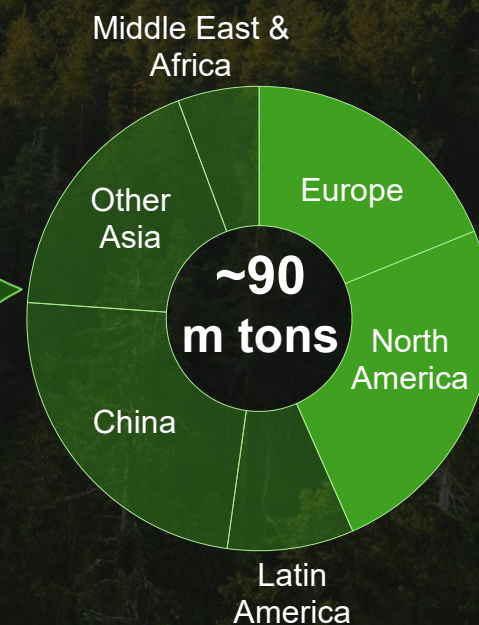
Global paper and board



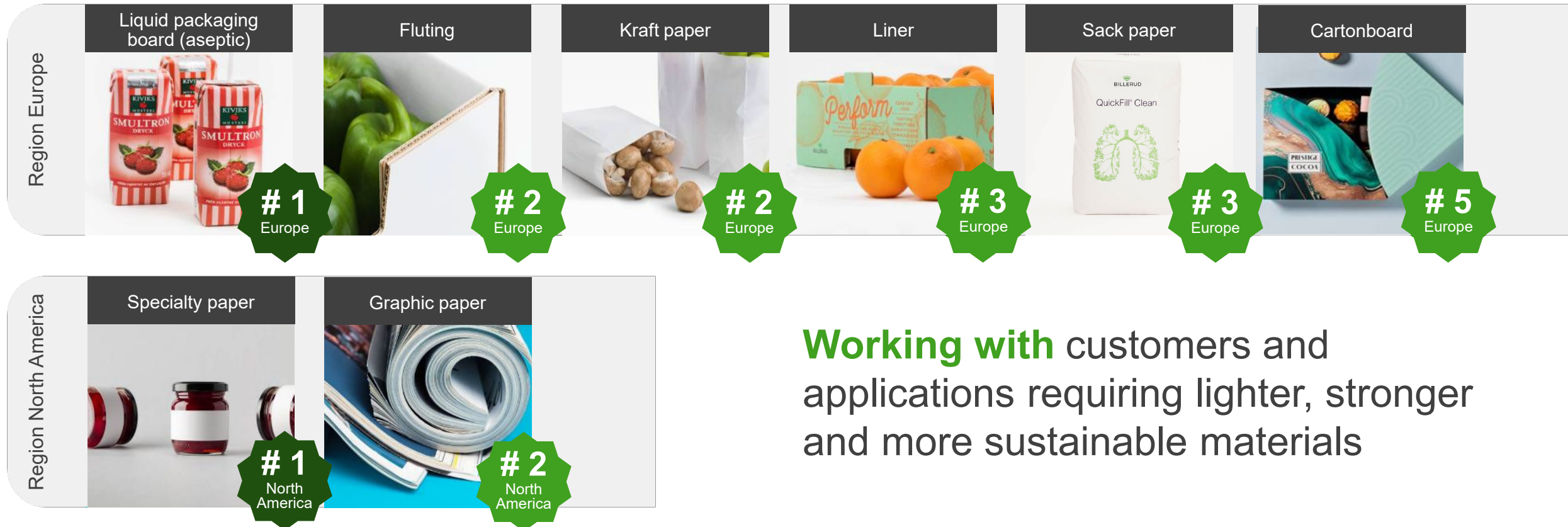
Primary fiber paper and board



Primary fiber paper and board – Eur & NA



Strong positions in core markets due to our superior product performance and manufacturing expertise



Working with customers and applications requiring lighter, stronger and more sustainable materials

An aerial photograph of a dense forest. A dark, winding road or path cuts through the trees, which are displaying a mix of green and vibrant autumn colors like orange, yellow, and brown. The text "Changing conditions" is overlaid in white on the left side of the road.

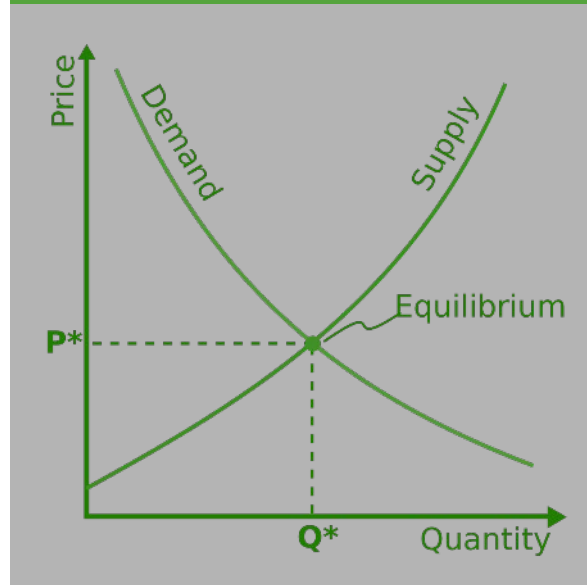
Changing conditions

The operating environment has changed – in Europe in particular

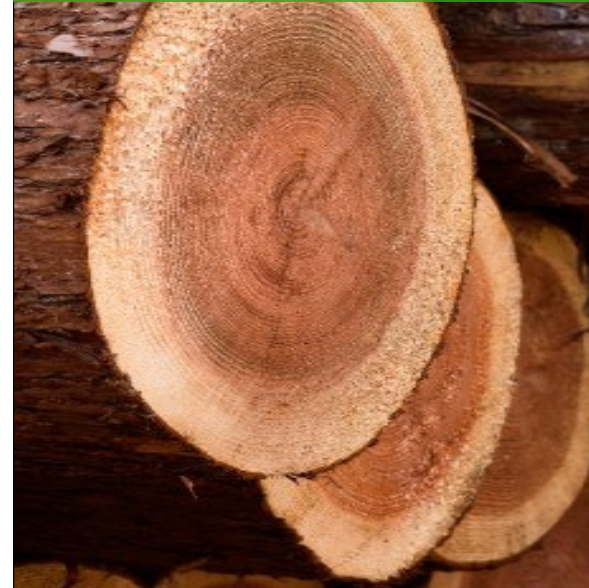
Muted
consumer
demand



Overcapacity
concerns in some
segments



Fiber situation in
Nordics is under
pressure



New EU
legislations



Our Way Forward

Billerud's strategy – Our Way Forward

- **Safety first:** We choose to be safe every day
- **Our purpose guides us:** *We make high performance packaging materials for a low carbon society*
- **We lean on our values:** “We care for each other” and “We do what we say”



Region North America:

Commitment to graphic / specialty papers – Evolve towards packaging materials




Region Europe:

Strengthen performance through existing asset base










Stronger performance culture



Embed sustainability in everything we do

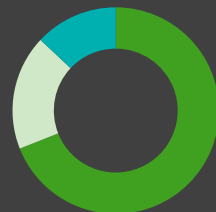
Financial goals with focus on profitability and asset efficiency

FINANCIAL GOALS			POLICY		SAFETY & CLIMATE IMPACT	
						
ROCE	EBITDA margin	Cash conversion	Net debt / EBITDA	Dividend ratio	LTIFR	CO ₂ e reduction by 2030
>11%	>15%	>80%	<2.5	>50% of net profit	<1.5	42% reduction*

*2022 as base year, Scope 1 and 2

Cost and service leading domestic supplier of graphic and label paper

SEK 12.4 bn
Net sales¹



Split by product category¹

- Graphic paper, 68%
- Label paper, 19%
- Market pulp, 13%

20%
EBITDA margin¹



Wisconsin Rapids, WI

320 ktons

Sheeting capacity per year



Escanaba, MI

660 ktons

Capacity per year



Quinnesec, MI

430 ktons

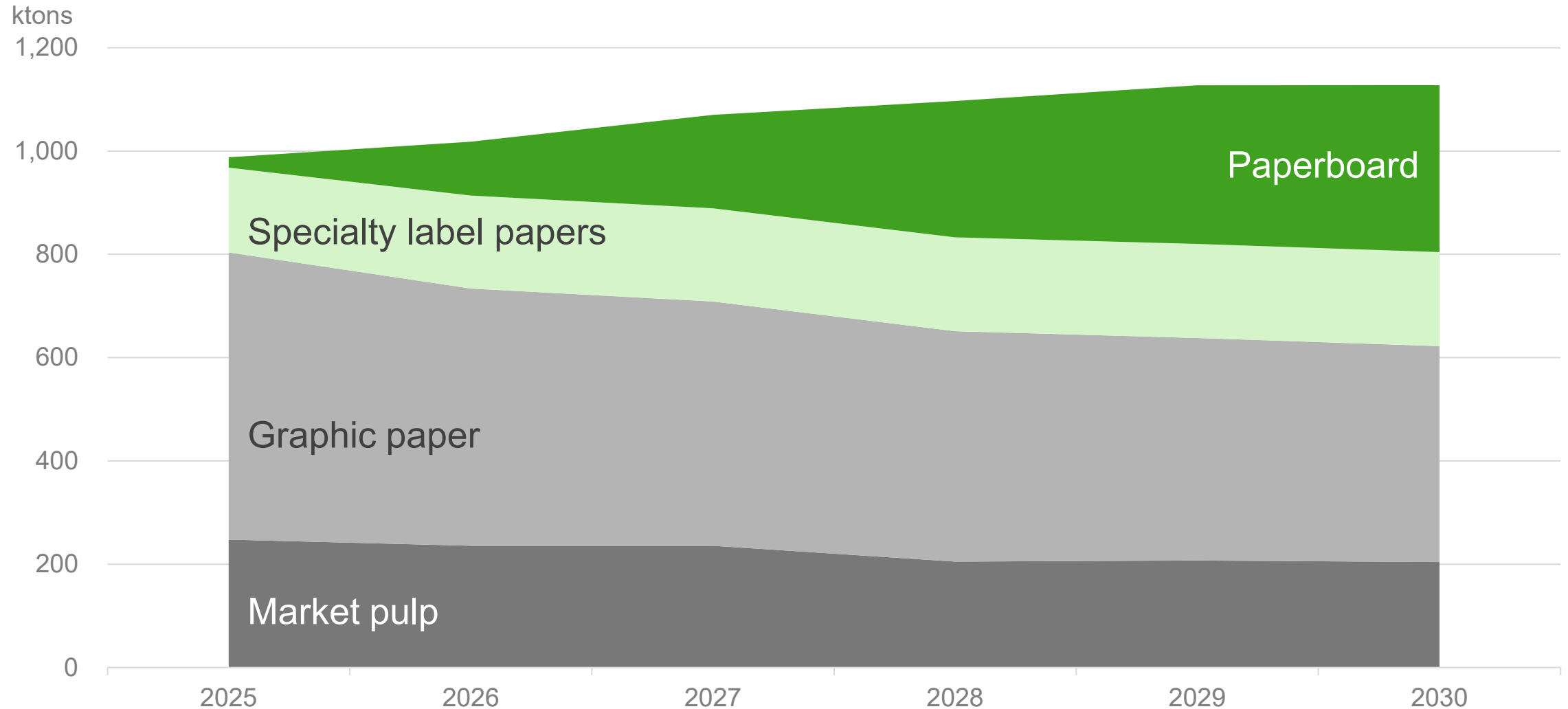
Paper capacity per year

210 ktons


Market pulp capacity per year

1) Rolling 12 months Q3'24-Q2'25

We are evolving towards packaging materials while remaining committed to paper



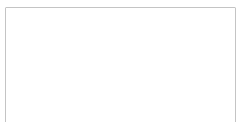
Evolution program is exceeding expectations



1,000 tons of bleached liner (Tribute®) and low-grammage cartonboard (Voyager®) sold to customers

~50 ongoing product trials with existing and new customers – bigger than expected commercial interest

Evolution investment program progressing as per plan



World leading producer of premium packaging material made of fresh fibers in six integrated mills

SEK 28.0 bn
Net sales¹



Net sales by product category¹

- Liquid packaging board, 34%
- Containerboard, 20%
- Kraft & specialty paper, 14%
- Sack paper, 13%
- Cartonboard, 10%
- Market pulp, %

12%
EBITDA margin¹



Frövi/Rockhammar, SE

500 ktons
Capacity per year



Gruvön, SE

870 ktons
Capacity per year



Skärblacka, SE

460 ktons
Capacity per year



Karlsborg, SE

335 ktons
Capacity per year



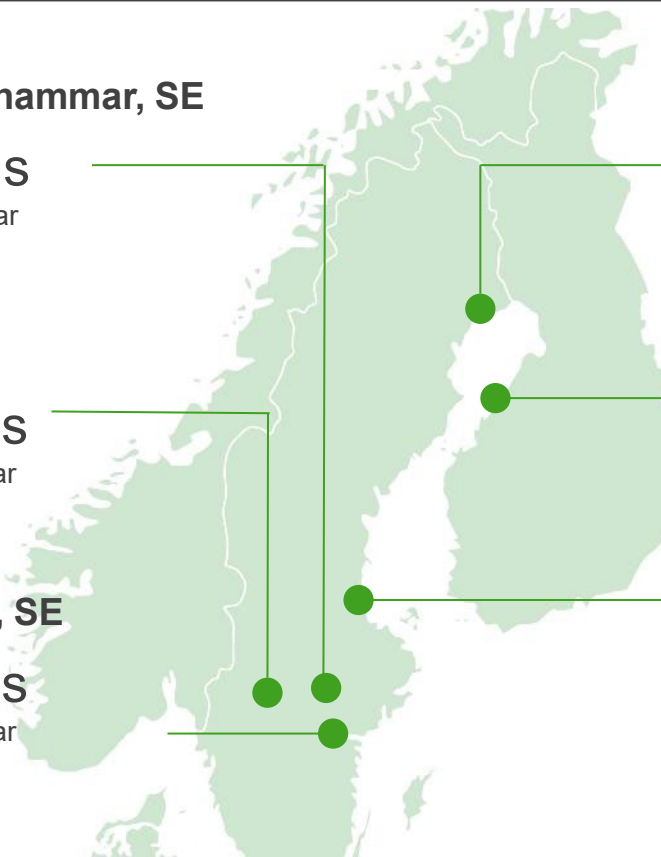
Pietarsaari, FI

200 ktons
Capacity per year



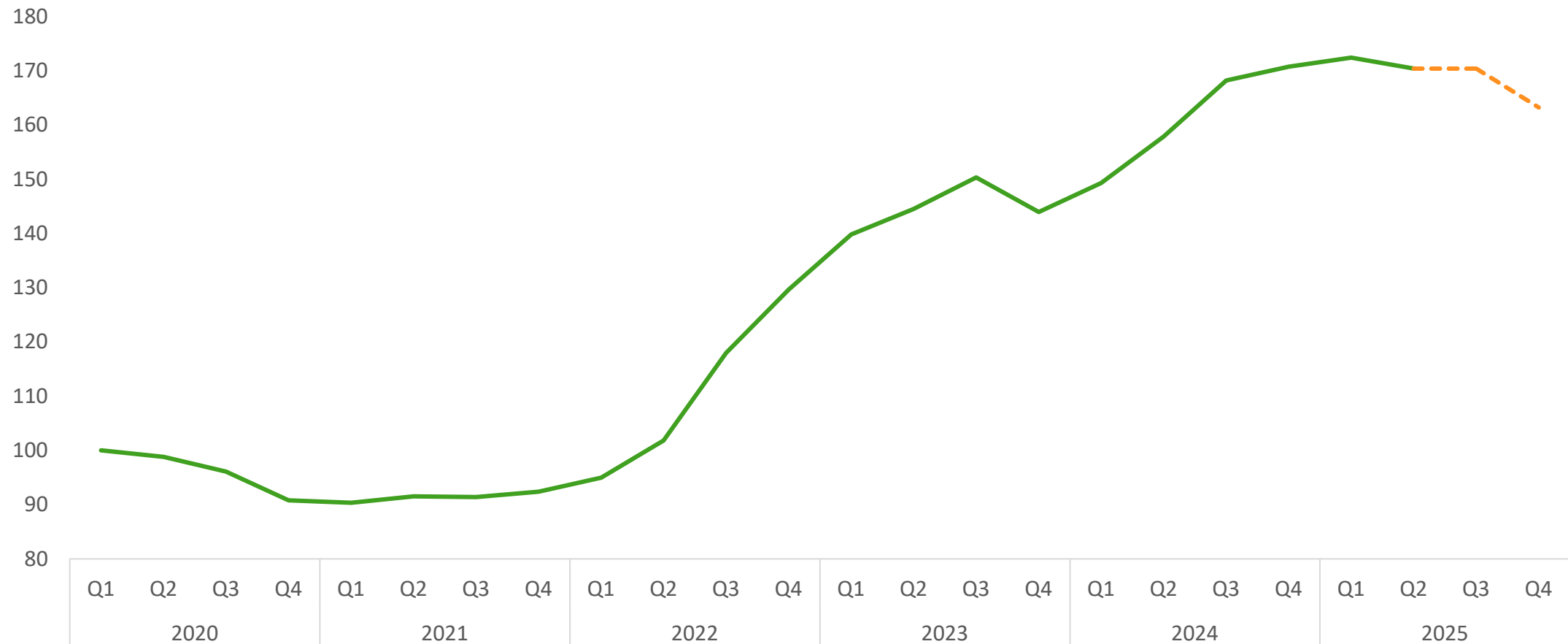
Gävle, SE

755 ktons
Capacity per year



Nordic pulp wood prices are starting to come down from all time high levels

Billerud Pulpwood cost index (Q1'20 = 100)

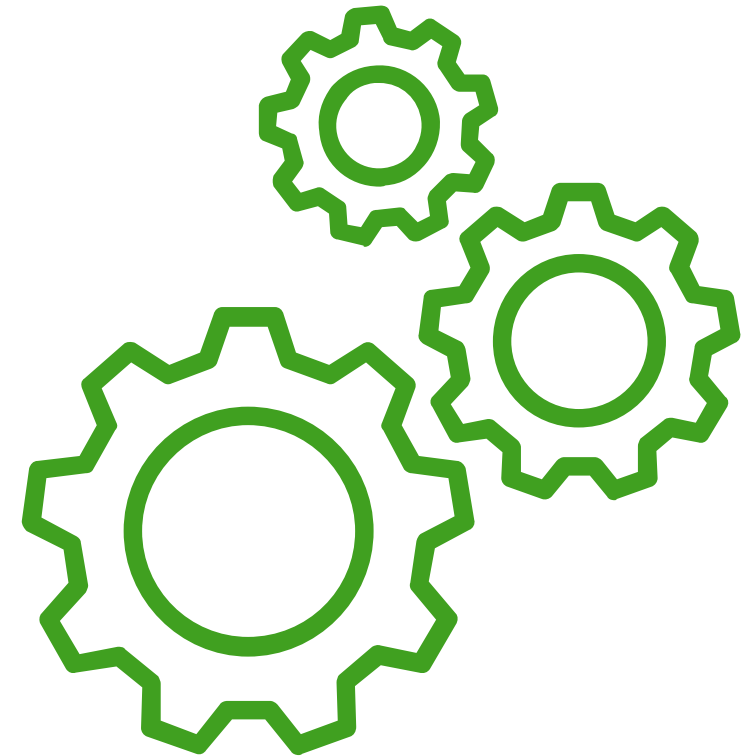


Cost saving program being introduced to improve profitability and competitiveness

Annualized savings of SEK 800m with full effect at the end of 2026, with noticeable impact from Q1'26

Cost measures in Region Europe and Group functions. Involves the potential reduction of up to 650 positions

Restructuring costs of SEK 350m in Q3 2025





Innovation

Billerud CrownBoard

– a complete cartonboard portfolio,
tailor-made for your needs



We are adapting to demand with the launch of two new products in our cartonboard portfolio



CrownBoard Craft®
— tailor-made for
durable beauty



CrownBoard Carry
— tailor-made to
carry the weight



CrownBoard Light
— tailor-made for
the cold and wet

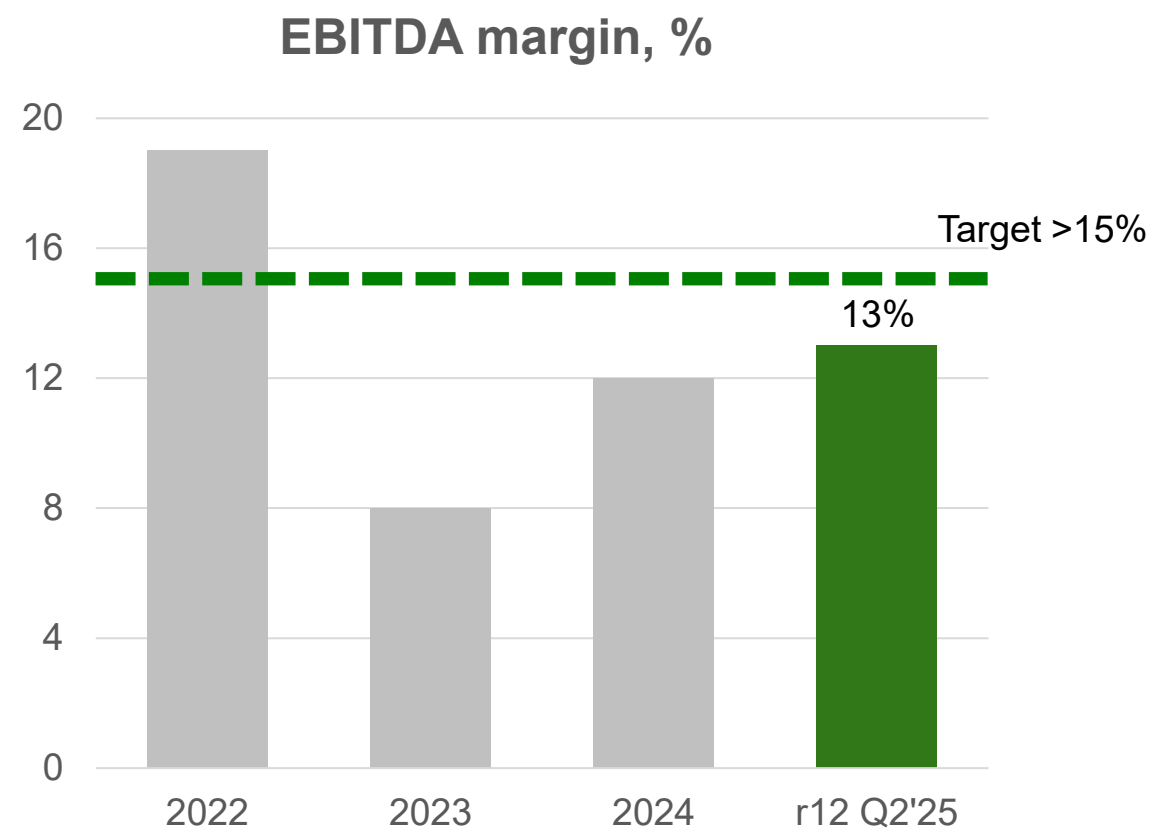


CrownBoard Prestige®
— tailor-made to
attract attention

Q2 2025

Continued outstanding performance in the US while navigating weakening market in Europe

- Flat currency-neutral net sales development
- EBITDA margin of 22% in North America, highest since Q4'22
- Challenging earnings in Europe due to weakening demand
- Excellent cash conversion
- Evolution program in North America exceeding expectations



Q2 2025

Excellent cash generation, strong financial position and moderate investment level

Cash flow from operating activities more than doubled vs year ago

Leverage maintained at low level
1.1x adj EBITDA after dividend payout

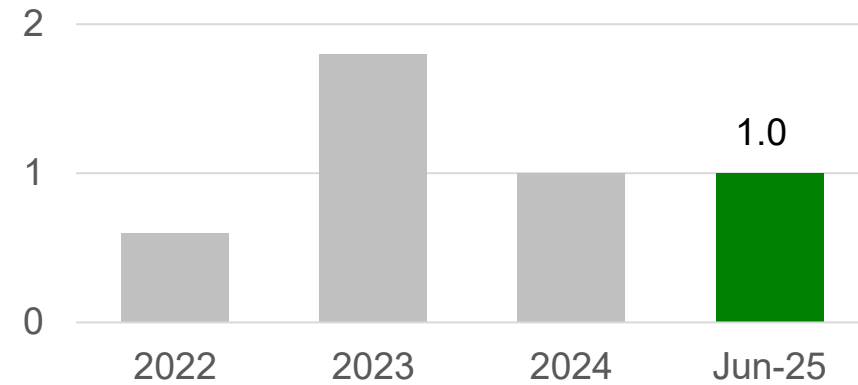
Capex guidance for 2025 reduced to SEK 3.1 bn

CAPEX of SEK 3.1 bn in 2025

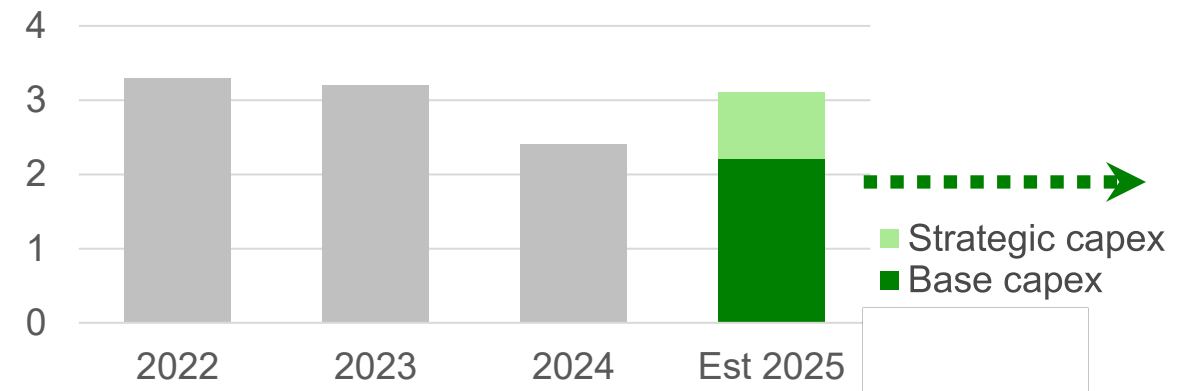
Strategic capex: SEK 0.9 bn

Base capex: SEK 2.2 bn

Net debt / EBITDA, ratio



CAPEX, SEK billion



Outlook for Q3 2025



Continued solid conditions in Region North America



Weak conditions in Region Europe



Stable input costs





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