



DNB Carnegie Nordic Forest Conference

2025-11-12

Ivar Vatne, President & CEO

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Our purpose

We make high performance packaging materials for a low carbon society

Serving 100+ markets from operations in two regions with strong positions in attractive categories

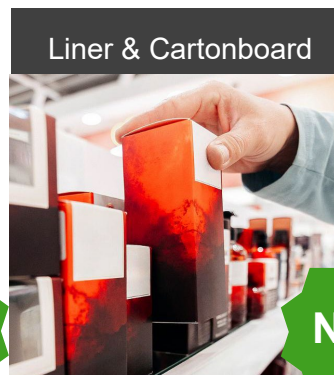
Region North America



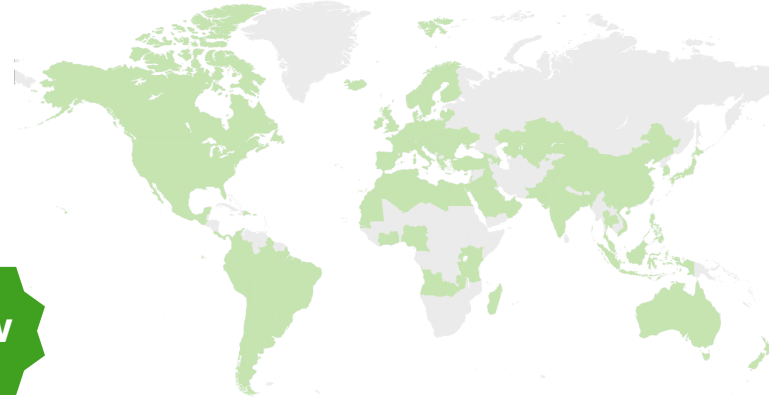
1
North America



2
North America



New



Net sales, SEKbn*

42.7

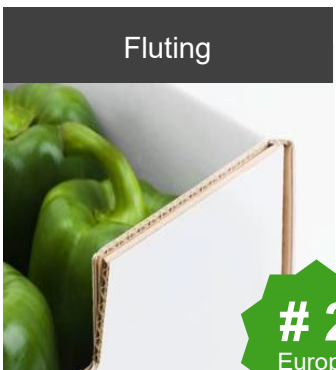
EBITDA margin*

11%

Region Europe



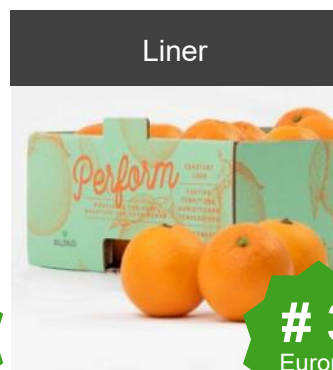
1
Europe



2
Europe



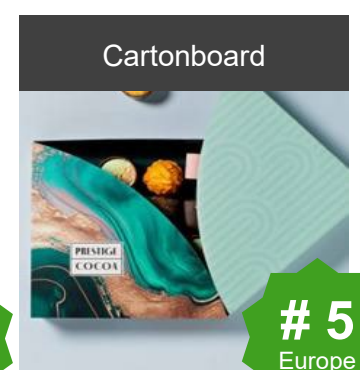
2
Europe



3
Europe



3
Europe



5
Europe

We are facing different market realities in our two regions

North America

- Solid market conditions
- Favorable market dynamics for US based production
 - Reliability and predictability
 - Improved competitiveness vs imports
- Stable input costs

Europe

- Muted consumption
- Overcapacity in board (new capacity and reversal of trade flows)
- Inability to fully pass on Nordic pulpwood price inflation
- Currency headwind

Billerud's 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 / label papers
– Evolve towards packaging materials




Region Europe:

Strengthen performance through existing asset base



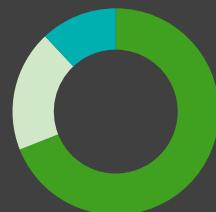
Stronger performance culture



Embed sustainability in everything we do

Cost and service leading domestic supplier of graphic and label paper

SEK 12.2 bn
Net sales¹



Split by product category¹

- Graphic paper, 69%
- Label paper, 19%
- Market pulp, 12%

19%
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

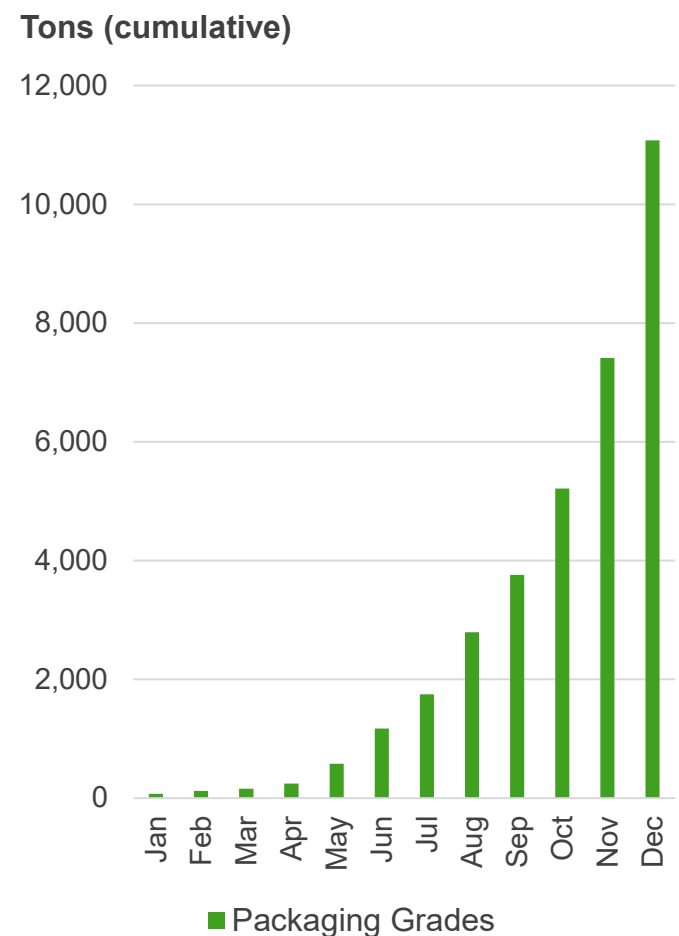
210 ktons

Market pulp capacity per year

1) Rolling 12 months Q4'24-Q3'25

Our Evolution journey towards packaging material in North America is progressing

- High commercial interest for our new **Tribute®** white kraftliners and **Voyager™** solid bleached board
- Order intake and number of deliveries are increasing
- Evolution investment program progressing as per plan



Leader in virgin fiber packaging material, produced in six pulp-integrated, efficient and versatile mills

SEK 27.3 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, %

11%
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



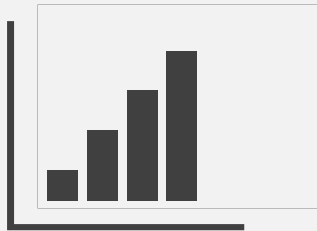
Gävle, SE

755 ktons
Capacity per year

Competitiveness is depending on several factors

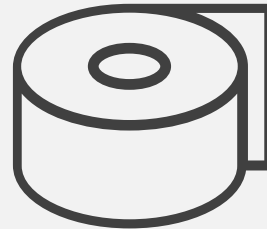
Cost efficiency

Mill cost efficiency
vs competition (cost curve)



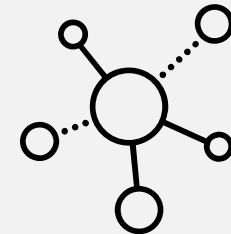
Products & customers

Product offering to what
customer base. Barriers to
entry indicate pricing power



Value proposition

Service, quality, reliability,
speed to market, sustainability
footprint, etc



To strengthen performance in Europe we maintain relentless focus on what is in our control

Reduce costs
through new ways
of working,
simplification and
automation



**Improve
mill efficiency**
and swiftly adjust
and optimize
production across
our mill network



**Secure cost
competitive wood**
and increase fiber
utilization through
recipe optimization



Innovate
and sharpen our
product offering and
value proposition



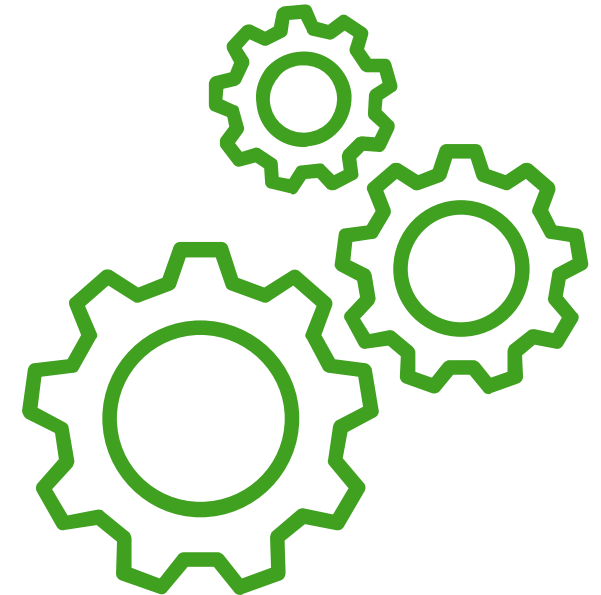
Launched cost saving program to improve profitability and competitiveness

Annualized savings of SEK 800m with full effect at the end of 2026

Cost measures in Region Europe and Group functions
Reduction of up to 650 positions

Expected savings of SEK 500m during 2026, with sequential impact from Q1 onwards

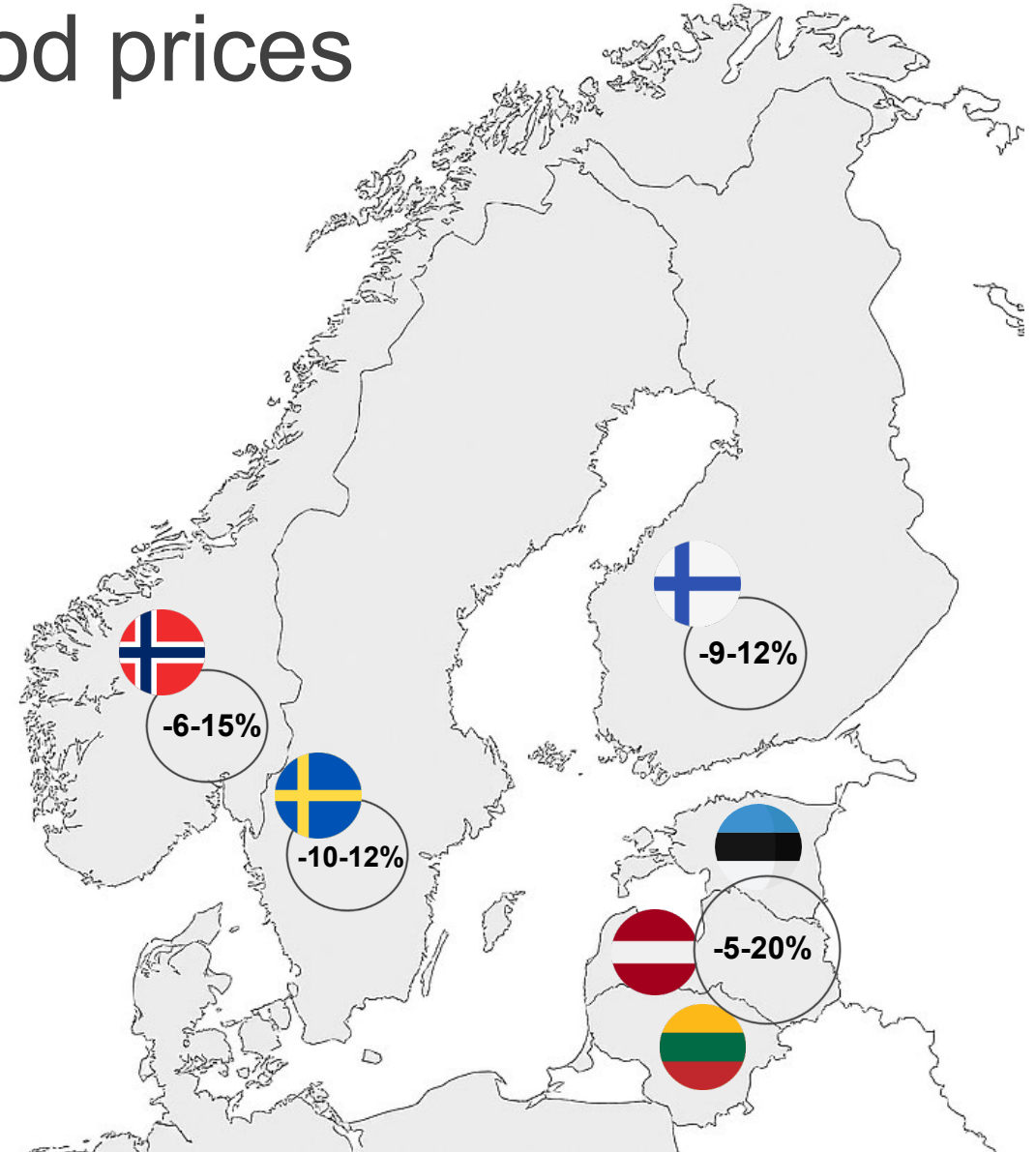
Restructuring costs of SEK 350m in Q3 2025



Significant declines in pulpwood prices from Q2'25 peak levels

Broad-based declines across Nordics and Baltics

Downward momentum likely to continue due to good availability and supply/demand balance



Road-side prices, % decline from peak levels recorded during Q2, 2025
 Assortment of softwood and hardwood
 Source: public pricelists, Landbruksdirektoratet, LUKE

Outlook for Q4 2025



Continued strong performance in North America



Weak market conditions in Europe



Lower pulpwood costs in Europe



Billerud is well positioned to weather the industry storm and emerge as a more competitive and stronger company

- Well balanced portfolio
 - Regional
 - Category
 - Channel
- Focused and niched player in the high-performance packaging material universe
- Low debt leverage
- Clear regional priorities at low risk profile
 - US: Committed to graphic / label paper and evolve towards packaging materials
 - Europe: Strengthen performance through existing asset base



BILLERUD

