



Norske Skog Golbey

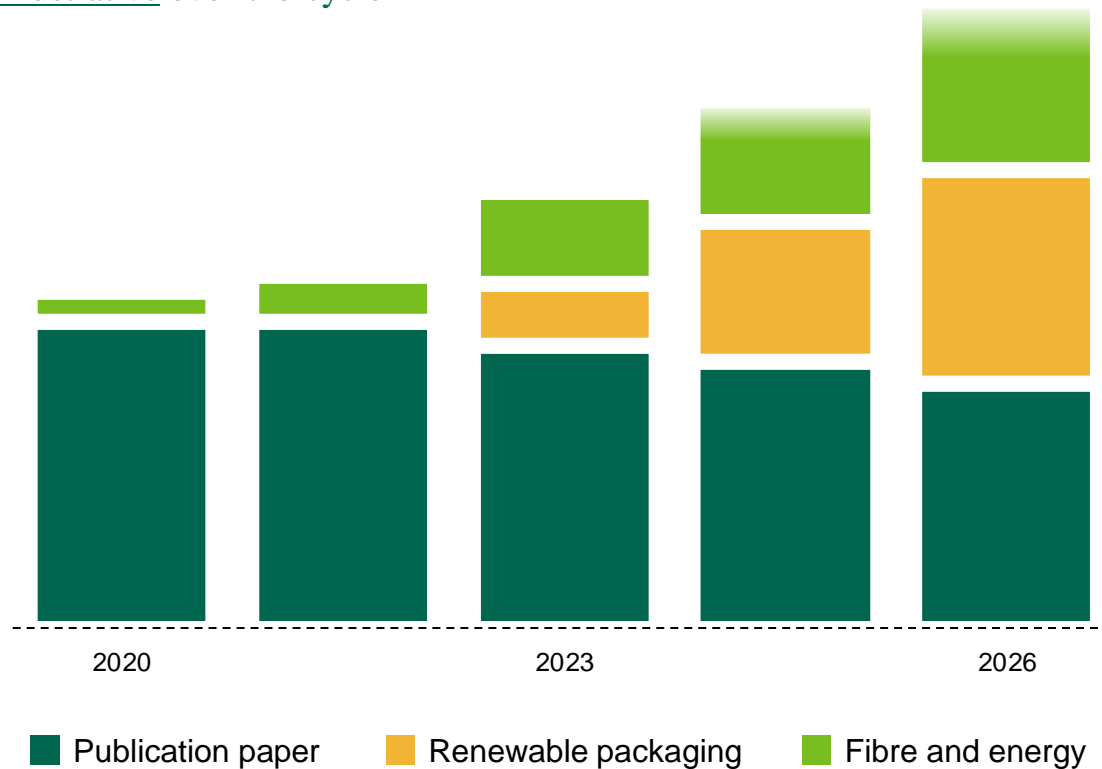


Becoming a leading independent containerboard company

23 June 2021

Strategy: creating green value in synergy with existing operations

Illustrative over-the-cycle EBITDA



Diversify and innovate within fibre and energy

Become a leading producer of renewable packaging

Improve and optimise publication paper cash flows

Sustainable and innovative industry

- Leading publication paper producer with **five industrial sites globally**
- Ongoing transition into **higher growth** and **higher value** markets
- Becoming a leading independent European **recycled containerboard company in 2023**
- **High return waste-to-energy project** improving green energy mix in Q2 2022
- Promising chemicals and materials projects **spearheaded by Circa**
- Industrial sites portfolio provide foundation for **further industrial development**

3

1) Norske Skog is the largest shareholder with ~26% ownership position in Circa;
2) Installed capacity for biofuel and waste from recycled paper of 230 MW



FID for containerboard production in Golbey

FID

Golbey containerboard approved by the board of directors

EUR ~175m debt financing

Syndication being finalised, subject to final documentation and approval

Q4 2023 start-up

Start-up after Bruck allow for step-wise commercial entry

EUR 250m

Net project investment

550 000 tonnes

Recycled containerboard production capacity



Establishing a leading independent European containerboard business

Norske Skog Golbey – France



PM1 (FID completed)

- 235k tonnes newsprint capacity
- Convert to 550k tonnes containerboard
- Start-up in Q4 2023
- Capex estimate of EUR ~250m

PM2 (future candidate)

- 330k tonnes newsprint capacity
- Ongoing production during PM1 conversion
- Strong candidate for future conversion
- Feasibility studies concluded

Norske Skog Bruck – Austria



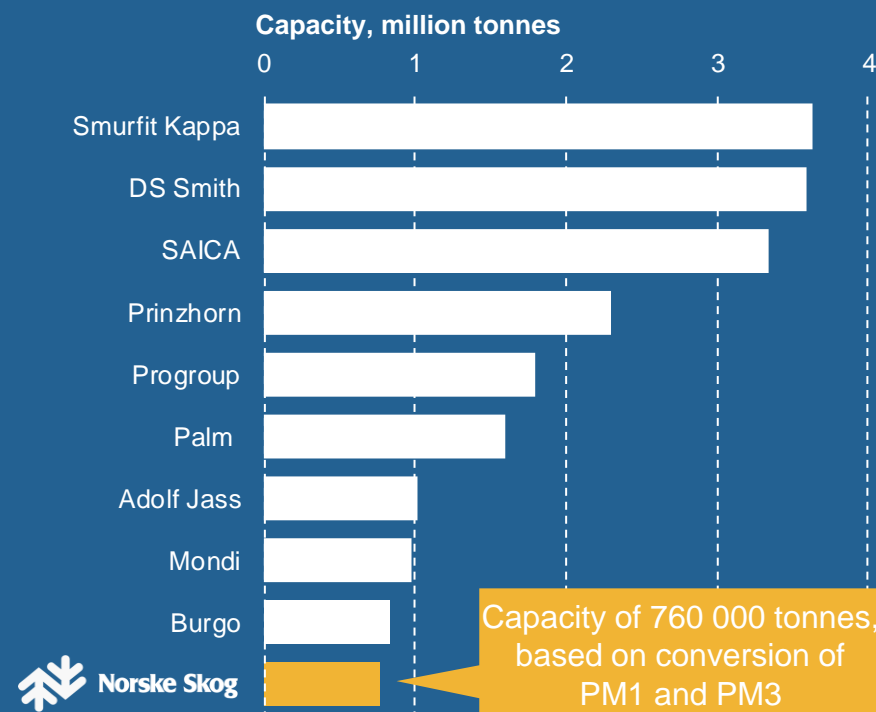
PM3 (FID completed)

- 125k tonnes newsprint capacity
- Convert to 210k tonnes containerboard
- Start-up in Q4 2022
- Capex estimate of EUR ~100m

PM4 (future candidate)

- 265k tonnes LWC magazine capacity
- Ongoing production during PM3 conversion
- Strong candidate for future conversion
- Feasibility studies concluded

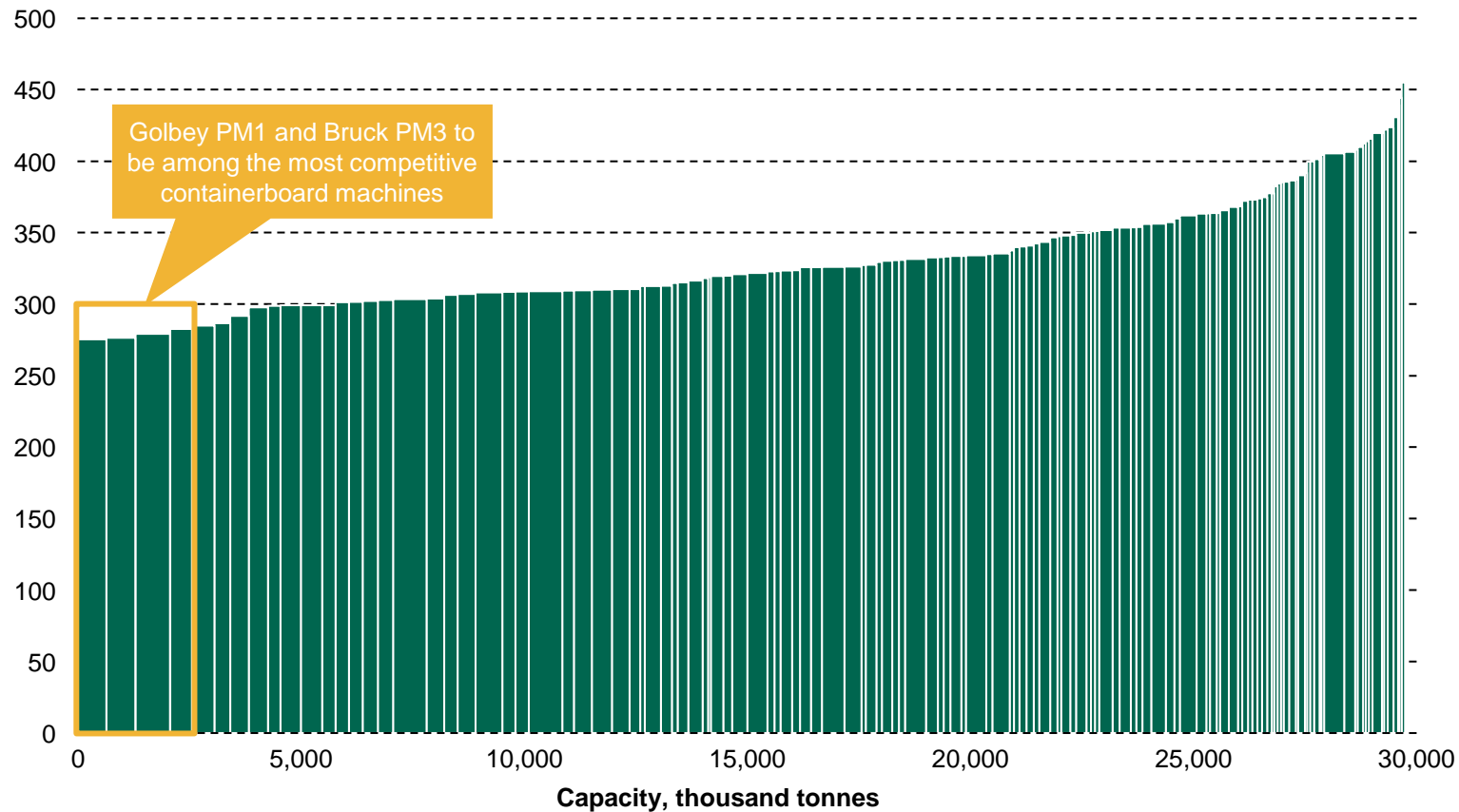
Top 10 recycled containerboard suppliers in Europe



Norske Skog will enter the recycled containerboard market with first-quartile capacity

Cash cost delivered Frankfurt for all recycled containerboard machines in Europe¹

EUR per tonne

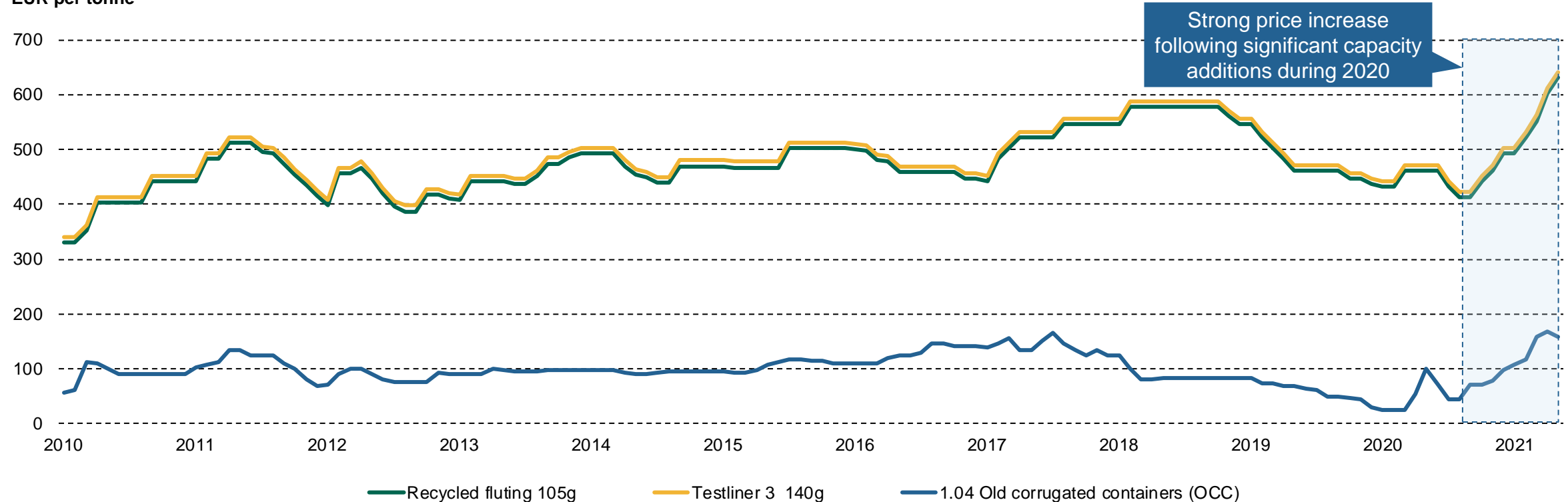


- Centrally located in continental Europe
- Established presence in recycled fibre markets
- Among the top brownfield opportunities in Europe
- Large industrial sites with scale advantages
- Boilers secure sustainable and competitive steam supply
- Machine specifications enable cost-leadership position

Strong outlook for the containerboard market

Recycled containerboard (fluting and testliner) and recycled fibre (OCC) reference prices in Germany

EUR per tonne



Introducing STRATO recycled containerboards

 **STRATO**|Liner **STRATO**|Fluting

- **Lightweight and strong** fluting and testliner board
- Inevitably circular from **100% recycled fibre** (OCC)
- Supporting e-commerce with **sustainable packaging**
- **Replacing plastic** where and when possible
- Production capacity of **760 000 tonnes in 2023**
- Annual European **demand growth +600 000 tonnes¹**



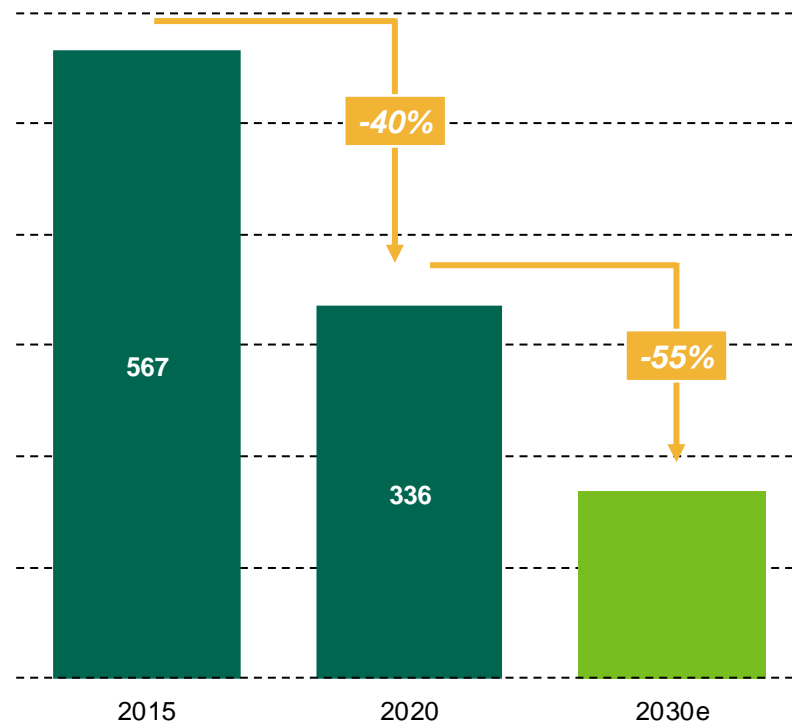
Important decision for Norske Skog Golbey

- Secure a **long and profitable future**
 - Remain an important contributor **regionally and locally**
 - Sustain jobs for **350 employees**
 - Renew longevity by diversifying into a **growing market**
 - Maintain **cost-efficient** and competitive production
- Enhance **environmental profile**
 - Support **circular economy ambition** with 100% use of recycled paper
 - Increase use of **green energy** and reduce fossil energy consumption
 - Employ industrial equipment with **best available technology**

Reducing the environmental impact is at the forefront of all business decisions

Carbon footprint development and ambition

Kg CO₂ direct and indirect (scope 1 and 2) emissions per tonne produced¹



- ✓ Industry low CO₂ intensity under the EU ETS² in 2020
- ✓ New energy efficiency initiatives being introduced in 2021³
- ✓ Waste-to-energy boiler in Bruck reducing CO₂ footprint with 150 000 tonnes from H1 2022
- ✓ Reduced electricity consumption and steam from new biomass boiler in Golbey following conversion project
- ✓ Detailed 2020 CSR report issued applying the Global Reporting Initiative Guidelines

Summary

- Becoming a leading European recycled containerboard company
- Debt financing of ~70% of EUR 350m capex amount
- Bruck start-up in Q4 2022 with 210 000 tonnes capacity
- Golbey start-up in Q4 2023 with 550 000 tonnes capacity
- Full utilisation expected during 2025/26 (starting at 60-70%)
- EBITDA impact of NOK 700-800m based on historical prices



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