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Borregaard is a global leader in biochemicals

High value added through full raw materials utilisation
Borregaard’s biochemicals are sustainable and environmentally friendly substitutes for petrochemicals

- **BIOPOLYMERS & BIOVANILLIN**
  - ▲ 30% LIGNIN (BINDING MATERIAL)

- **SPECIALITY CELLULOSE & CELLULOSE FIBRILS**
  - ▲ 45% FIBRES

- **BIOETHANOL**
  - ▲ 25% SUGARS
Operates the world’s most advanced biorefinery

**Business model & strategy**

Integrated production system serving diverse markets

**Integration models:**
- Own integrated
- Partner integrated
- Independent

**End markets 2019**

- Construction: 19%
- Chemical/Others: 25%
- Food & Pharma: 36%
- Agriculture: 20%

**Speciality Cellulose**
- Construction materials
- Filters
- Inks and coatings
- Casings
- Food/pharma/personal care
- Textiles

**Cellulose fibrils**
- Adhesives
- Coatings
- Agricultural chemicals
- Personal care
- Home care
- Construction

**Biopolymers**
- Concrete additives
- Animal feed
- Agrochemicals
- Batteries
- Briquetting
- Soil conditioning

**Biovanillin**
- Food and beverages
- Perfumes
- Pharmaceuticals

**Bioethanol**
- Biofuel
- Pharmaceutical industry
- Paint/varnish
- Car care

1000 kg Wood

BIOENERGY residues from wood

Bleaching plant

1000 kg Wood

Drying machine

400 kg Speciality Cellulose

420 kg Biopolymers

50 kg Bioethanol

4 kg Biovanillin

End markets 2019

Borregaard
Global niche player with a market driven organisation

**Business model & strategy**

**Global niche player with a market driven organisation**

- **BioSolutions (59%)**
  - Largest supplier and technology leader in lignin-based products with global market access, only producer of wood based vanillin

- **BioMaterials (34%)**
  - Leading global speciality cellulose supplier, pioneer in cellulose fibrils

- **Fine Chemicals (7%)**
  - Leading producer of intermediates for contrast agents, significant producer of 2nd generation bioethanol

**Sales Distribution (2019)**

- Europe: 50%
- RoW: 28%
- Americas 2: 21%
- Asia: 1%

**Market driven organisation**

- ~110 FTEs strong sales/technical service organisation
- Dedicated sales force for each business unit
- ~90% of sales handled through own organisation

---

1) Segment revenue as a % of total revenue 2019
2) USA/Canada: 23%, rest of Americas 5%
The specialisation strategy

- **Specialisation in global niches**
  - Markets with high barriers to entry
  - Leading market positions through application knowledge and proximity to markets
  - Diversified market strategy and global market positions secure maximum flexibility

- **Strong innovation efforts and continuous improvement**
  - Business driven innovation model that involves the entire organisation
  - Continuous productivity improvement through more efficient organisation, competence development and smart use of technology

- **Competence is the main competitive advantage**
  - Competence differentiates Borregaard from the competitors
  - Combination of competences in sales & marketing, R&D and production
Borregaard portfolio - strategic priorities

• **Specialisation, diversification and growth** within BioSolutions
  • Increase sales of high-value products
  • Drive product portfolio diversification
  • Leverage expanded biopolymers capacity

• **Develop** the unique biorefinery assets in Sarpsborg
  • Leverage high-value raw material base in biopolymers
  • Expand capacity for wood based vanillin
  • Continue specialisation of speciality cellulose, bioethanol and biovanillin
  • Strong focus on innovation and productivity efforts

• **Establish** Cellulose fibrils as a new business area
  • Based on core competence within wood chemistry and fine chemistry
  • Increased specialisation through high value added
Completed and ongoing strategic projects

- Specialisation, diversification and growth within BioSolutions
  - Florida plant (1st phase) started up mid 2018
  - Upgrade and increased specialisation in Sarpsborg (2019)
  - Extension of joint venture agreement in South Africa to 2032

- Develop the unique biorefinery asset in Sarpsborg
  - High-end bioethanol expansion started up in Q1-18
  - Ice Bear capacity expansion completed end 2018
  - Lignin upgrade/specialisation in operation from July 2019
  - Wood based vanillin capacity expansion, completion 1H-21

- Establish cellulose fibrils as a new business area
  - Commercial-scale production facility completed in Q4-16
  - Exilva market introduction ongoing
Biopolymers: Lignin – a sustainable and flexible raw material

Product performance depends on the pulping process and the raw material

- **Sulphite pulping process**
  - Versatile lignin used in a variety of products/applications
  - Quality depends on the chemicals base
  - Water soluble
  - Limited number of sulphite mills

- **Softwood (pine/spruce) vs hardwood and straw**
  - Softwood lignin has superior modification potential

- **Kraft (sulfate) pulping process**
  - Lignin is normally incinerated to recover energy and chemicals
  - Not in water soluble form from the pulp mill
  - Pulp producers are exploring potential for industrial use of kraft lignin
BioPolymers

Market position
• Largest supplier of lignin
• Only supplier of wood based vanillin
• Unique technical and application expertise

Production
• Norway, USA, South Africa, Germany, Spain*, Czech Republic, UK

Applications
• Concrete admixtures
• Gypsum board
• Ceramics
• Animal feed
• Agro chemicals
• Soil conditioner
• Oil field chemicals
• Batteries
• Flavours & fragrances
• Personal care and pharmaceuticals

Key attractions
• A sustainable and broad product portfolio
• Large and diverse customer base
• High barriers to entry

*1 LignoTech Ibérica is currently not in operation
BioSolutions

Lignin – the supply side

Total market (2019) ~ 1.1 million mtds²)
**650 products to around 3,000 customers (2019)**

**BioSolutions properties**

<table>
<thead>
<tr>
<th>Properties</th>
<th>Applications</th>
</tr>
</thead>
</table>
| **Binding agent**                 | - Feed binder
- Granulation aid
- Ceramic tiles
- Dust binder |
| **Dispersing agent/Rheology control** | - Construction
- Agrochemicals
- Dyestuffs
- Metals and minerals
- Carbon black and pigments
- Micronutrients |
| **Crystal growth control**        | - Battery expander
- Retardation of cement hydration
- Oil-well cementing |
| **Functional additive**           | - Phenol replacement
- UV-protection
- Antioxidant
- SoftAcid
- Soil-conditioner
- Complexing agent |
| **Flavours and Fragrances**       | - Food and beverages
- Fragrances
- Personal care
- Pharmaceuticals |

**Revenues by end market and region**

- Revenue by end-market (2019)
  - Construction 25%
  - Agriculture 31%
  - Chemicals/food/other 44%

- Sales distribution (2019)
  - Europe 34%
  - Americas 42%
  - Asia 21%
  - RoW 3%

**Top 10 and top 3 customers in % of revenues**

- Top 10: 27%
- Top 3: 14%

---

1) Includes LignoTech South Africa sales
Lignin end markets growth forecast

<table>
<thead>
<tr>
<th>Construction</th>
<th>Industrial</th>
<th>Specialities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>EMEA</strong></td>
<td>1 to 2%</td>
<td>0 to 2%</td>
</tr>
<tr>
<td><strong>Americas</strong></td>
<td>1 to 3%</td>
<td>2 to 4%</td>
</tr>
<tr>
<td><strong>Asia/Pacific</strong></td>
<td>1 to 3%</td>
<td>-2 to -5%¹</td>
</tr>
</tbody>
</table>

¹ Outbreak of African Swine Fever in China causes reduction of swine numbers by 30 - 40%. Feed market development is uncertain since recovery pattern is difficult to predict.

Indicative annual rates to 2022
based on 2.5% annual GDP growth rate

Concrete admixture formulation preferences

• Admixture market diverse, lignin competes with captive synthetic products
• Regional and local formulation preferences
• Climate influences formulation

Industrial and Specialities

Industrial
- Significant global volume growth since 2015 across a wide range of applications
- Demonstrates capabilities in innovation, market development and sales
- Robust and growing customer and application base

Specialities
- Growth based on capabilities in innovation, application development and sales
- Lead acid batteries for automotive and industrial applications on steady growth path
- Increasing use of green alternatives in agrochemical applications, flavours and fragrances

---

1) Metric tonne dry solid (thousand)
**BioSolutions**

**Driving specialisation and diversification**

Industrial and Specialities targeted to represent 70% of total sales volume by end 2021

---

**Volume split 2009-2019**

- Construction
- Industrial
- Specialities

<table>
<thead>
<tr>
<th>Year</th>
<th>Construction</th>
<th>Industrial</th>
<th>Specialities</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2010</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>2011</td>
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<td>2012</td>
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<tr>
<td>2013</td>
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<tr>
<td>2014</td>
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<td></td>
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<tr>
<td>2015</td>
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<tr>
<td>2016</td>
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<tr>
<td>2017</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

---

**Target**

- 450 kmtds
- 50% Industrial
- 35% Construction
- 18% Specialities

**Runrate end 2021**

- ~550 kmtds
- 50% Construction
- 30% Industrial
- 20% Specialities

---

1) Metric tonne dry solid (thousand)
Lignin applications, functionality and substitutes

<table>
<thead>
<tr>
<th>Application</th>
<th>Functionality</th>
<th>Competing technologies</th>
<th>Value proposition:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Batteries</td>
<td>Crystal growth control</td>
<td>Few</td>
<td>✓ ✓</td>
</tr>
<tr>
<td>Crop protection</td>
<td>Dispersant</td>
<td>Synthetic surfactants</td>
<td>✓ ✓</td>
</tr>
<tr>
<td>Metals and minerals</td>
<td>Dispersants and binder</td>
<td>Synthetic and organic surfactants</td>
<td>✓ ✓</td>
</tr>
<tr>
<td>Crop nutrition</td>
<td>Soil conditioner / complexing agent</td>
<td>Humic acid, ethylenediaminetetraacetic acid (EDTA)</td>
<td>✓ ✓</td>
</tr>
<tr>
<td>Concrete admixtures</td>
<td>Plasticiser</td>
<td>Superplasticizers: naphthalene, melamine sulfonates and polycarboxylic acids</td>
<td>✓ ✓</td>
</tr>
<tr>
<td>Animal feed pellets</td>
<td>Binder</td>
<td>Starch residues, bentonite and mechanical compacting</td>
<td>✓</td>
</tr>
</tbody>
</table>
## Lignin in agriculture

<table>
<thead>
<tr>
<th>Crop nutrition (Agro)</th>
<th>Crop protection (Agchem)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Micro-nutrients (Zn, Fe, Cu, Mn)</td>
<td>Soil conditioners (+ source of C&amp;Ca)</td>
</tr>
<tr>
<td>Formulation/complexing agent</td>
<td>Enhancers/bio-stimulants</td>
</tr>
<tr>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Macro-nutrients (N, P, K, S)</td>
<td>Basic nutrients</td>
</tr>
<tr>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Water based</td>
<td>Solvent based</td>
</tr>
<tr>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Pesticides/fungicides (used as dispersing agent)</td>
<td></td>
</tr>
<tr>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>

Granulation aid/binders for pesticides, fungicides, fertilisers, limestone, feed & gypsum
## Lignin in batteries

### Automotive:

<table>
<thead>
<tr>
<th></th>
<th>Start battery</th>
<th>Start/stop battery</th>
<th>Hybrid</th>
<th>Electric vehicle</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Battery</strong></td>
<td>Lead acid</td>
<td>Absorbant Glass Mat (AGM)</td>
<td>AGM as start battery</td>
<td>For hotel(^1) function</td>
</tr>
<tr>
<td><strong>Fuel</strong></td>
<td>Fuel for motion</td>
<td>Fuel for motion</td>
<td>Fuel/NiMH/lithium ion for motion</td>
<td>Lithium ion for motion</td>
</tr>
</tbody>
</table>

\(^1\) Heating, ventilation, air conditioning, lighting, radio, gauges, etc.

### Other:

- [Image of bicycle]
- [Image of forklift]
- [Image of golf cart]
- [Image of battery storage]

---

*BioSolutions*

---

*For hotel\(^1\) function*
## BioSolutions

Positive trend for Borregaard’s wood based vanillin

<table>
<thead>
<tr>
<th>Raw material</th>
<th>Vanilla beans</th>
<th>Plant based vanillin</th>
<th>Oil based vanillin</th>
</tr>
</thead>
<tbody>
<tr>
<td>Raw material</td>
<td>Beans</td>
<td>Ferulic acid from bran/straw</td>
<td>Guaiacol</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Eugenol from clove</td>
<td>Guaiacol from creosote/tar</td>
</tr>
<tr>
<td>Key selling points</td>
<td>Natural/flavour profile</td>
<td>Plant based/natural raw material/sustainability /flavour profile</td>
<td>Price</td>
</tr>
<tr>
<td>Sales volume (MT)&lt;sup&gt;1)&lt;/sup&gt;</td>
<td>≈2400&lt;sup&gt;2)&lt;/sup&gt;</td>
<td>≈2000</td>
<td>≈15 000</td>
</tr>
<tr>
<td>Indicative price level USD/kg&lt;sup&gt;1)&lt;/sup&gt;</td>
<td>≈350</td>
<td>≈400</td>
<td>25 - 100</td>
</tr>
<tr>
<td># of manufacturers&lt;sup&gt;1)&lt;/sup&gt;</td>
<td>1000+</td>
<td>5</td>
<td>1</td>
</tr>
<tr>
<td>Growth&lt;sup&gt;1)&lt;/sup&gt;</td>
<td>10%</td>
<td>5</td>
<td>3 - 5</td>
</tr>
</tbody>
</table>

1) Company estimates
2) Cured vanilla pods contain around 1-2% vanillin, corresponding to around 25 – 50 MT on pure vanillin basis
Capacity increase for wood based vanillin

- Capacity increase at least 250 tonnes
  - Part of the increase will be gradually realised during construction phase
- Construction started 2H 2019, completion 1H 2021
- Debottlenecking of existing facility
- Capex NOK 130 million
• **The venture**
  • Located at Rayonier Advanced Materials’ (RYAM) Fernandina Beach softwood sulphite pulp mill
  • Borregaard (55%) and RYAM (45%) ownership
  • Borregaard’s know-how and technology

• **Expansion project in two phases**
  • Phase one (2018) represents 100,000 mtds capacity, investment USD 110 mill.
  • Phase two will give additional 50,000 mtds, investment USD 25 mill.

• **New plant officially opened 26 June 2018**
  • Investment completed on time and cost
  • Production commenced in June

• **Commercialisation**
  • Diversified product and application portfolio established
  • Sales volume developing according to plan
BioSolutions

Update on Sarpsborg lignin investment programme

- 500 mNOK capex, 70% expansion/30% replacement
  - Additional dryer with packaging capacity
  - Tanks for storage of liquid materials
  - Improved solutions for logistics, infrastructure and energy
  - In operation from July 2019
  - Capex ≈10% below budget

- Several benefits
  - Further specialisation on a unique raw material base
  - Reduced exposure to cyclical market segments
  - Optimisation of production campaigns, internal and outbound logistics
  - Substantial environmental and safety benefits

- Annual cost savings >40 mNOK expected
  - Gradual realisation through 2020
  - Full impact from 2021
New lignin warehouse at the Port of Borg

- New, modern warehouse for dried lignin
  - 19,000 square metres/43,000 pallet positions
  - Will replace several rented warehouses
  - Located inside the port area at Øra, Fredrikstad
  - Built, owned and operated by the Port of Borg
  - Will be treated in accordance with IFRS 16

- Several benefits
  - Optimise product flow and improve logistics
  - Reduce CO₂ emissions from road transport
  - Reduce local heavy transport

- In operation from June 2019
Speciality cellulose

Market position
• Strong positions in Europe and Asia within high-end niches

Production
• Sarpsborg, Norway with capacity of 160,000 mt

Focused applications
• Ethers
• Acetate
• Nitrocellulose
• Other cellulose specialities

Long term market growth
1) Ethers: 3-4%
1) Acetate: -2-0%
1) Nitrocellulose: 0%

1) Source: Celco market reports and Borregaard estimates
**BioMaterials**

**The speciality cellulose market**

Total global cellulose market

- Dissolving pulp
- Speciality cellulose
  - Viscose (textile)
  - Fluff 6 MMT
- Commodity Market Pulp 58 MMT

Speciality cellulose market ~1.6 MMT

- Acetate 35%
- Ethers 30%
- Speciality paper 4%
- Tire cord 4%
- Casings 3%
- Sponges 1%
- NC 8%
- MCC 11%
- Cellophane 4%

**Recent trends**

- Total speciality cellulose market relatively unchanged
- Viscose (textile) market growth 8.4% annually last 5 years
- Industry restructuring

Source: Borregaard estimates, [www.celco.ch](http://www.celco.ch), 2019

All figures in cellulose tonnes – wood pulp and cotton linter pulp/refined cotton. Dissolving pulp figures do not include fluff, and (modified) paper pulp.
Speciality cellulose suppliers

- 12 players supplying 1.6 million mt speciality cellulose
- Top 4 players (Rayonier Advanced Materials, G-P Cellulose, Bracell and Borregaard) have 90%¹ market share
- Top 4 players use textile and fluff markets as capacity filler
- Limited volumes from viscose pulp producers into speciality segments due to barriers to entry

¹ Source: Celco market report, www.celco.ch
Speciality cellulose industry

- Speciality cellulose market is approximately 1.6 million mt
- Top 4 speciality cellulose producers have 90% market share and use hardwood and softwood as raw material
- In addition, there are a few cotton linter pulp producers supplying this market
- Main end-uses for speciality cellulose include acetate and ether, accounting for more than 60% of the market

Source: Borregaard estimates, www.celco.ch
Speciality cellulose market

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Acetate</td>
<td>Cigarette filters, plastics, LCD, yarn</td>
<td>550</td>
<td>-2.0%</td>
</tr>
<tr>
<td>Ethers⁴</td>
<td>Construction, coatings, food, pharma, personal care</td>
<td>475</td>
<td>3.4%</td>
</tr>
<tr>
<td>Speciality paper</td>
<td>Automotive filtration, bank notes</td>
<td>60</td>
<td>1.2%</td>
</tr>
<tr>
<td>Tire cord</td>
<td>High-performance tire cords</td>
<td>60</td>
<td>3.4%</td>
</tr>
<tr>
<td>Nitrocellulose (NC)</td>
<td>Coatings, printing inks, nail varnish, energetic grades</td>
<td>125</td>
<td>0%</td>
</tr>
<tr>
<td>Microcrystalline cellulose (MCC)</td>
<td>Food, pharma</td>
<td>180</td>
<td>3.4%</td>
</tr>
<tr>
<td>Cellophane</td>
<td>Food packaging</td>
<td>55</td>
<td>0.1%</td>
</tr>
<tr>
<td>Casings</td>
<td>Sausage casings</td>
<td>55</td>
<td>3.4%</td>
</tr>
<tr>
<td>Sponges</td>
<td>Sponge cloths</td>
<td>20</td>
<td>1.2%</td>
</tr>
</tbody>
</table>

Source: Celco market reports, RISI and Borregaard estimates
1) Metric tonne
2) Cellulose ether capacity excl. technical grade CMC
Cellulose acetate industry status and outlook

- In 2015-19, demand for acetate pulp declined -2% annually, expected at -2-0% going forward
  - Cigarette filter sales ~85% of total sales
  - Global cigarette consumption declining, China is the key market
  - ‘Heat-not-burn’ cigarettes (e.g. PMI IQOS) becoming popular, still small share
  - Low capacity utilisation in acetate tow
- Top 5 acetate tow producers represent >90% of global capacity
- Some acetate applications growing, e.g. acetate yarn and plastics.
- Ice Bear strategically important
  - Ability to offer higher purity products important to defend existing and compete for new/additional filter tow business
  - Potential for growth in other acetate segments

Source: Borregaard estimates, www.celco.ch, Celanese presentation June 2017
Cellulose ether industry status and outlook

- In 2015-19, demand for ether pulp grew > 4% annually, expected at 3-4% going forward
  - Strong growth in food, pharma and personal care
  - Solid growth in construction
- Top 5 cellulose ether producers represent ~43% of global capacity
  - 1/3 of global capacity is in China
- New cellulose ether capacity under construction
- Potential for further growth and specialisation

Cellulose ether sales by end-use

- Construction
- Pharma/personal care
- Food
- Coatings
- Other

Cellulose ether industry structure

- Top 5
- Others
- China

Source: Borregaard estimates, www.celco.ch
Ice Bear status

• Strategic initiative enabling further specialisation and flexibility
  • Higher purity products important to defend existing and compete for new/additional filter tow business
  • Increasing interest from other speciality segments – “niches within the niches”
• Capacity expansion completed on time and cost in Q4-18
  • 115 mNOK investment
  • 60,000 mt total capacity
• Ramp-up based on market demand

Source: Borregaard estimates, www.celco.ch
Cellulose fibrils – Exilva

- Microfibrillar cellulose (MFC) is cellulose fibers defibrillated into millions of tiny fibrils (100,000 times thinner than hair)
- Exilva is Borregaard’s brand name for microfibrillar cellulose used in industrial applications
- Exilva is a sustainable biobased material with multifunctional properties
  - Improves flow, stability, flexibility and strength in industrial formulations and materials
  - Enables customers to develop new and improved products
Nanocellulose landscape

- Three main product categories
  - NCC/CNC - nano cellulose crystals
  - NFC/MFC - nano/microfibrillated cellulose
  - CNF - ionic cellulose nano fibrils
  - Significant variations within each product group
  - Few standards exist
- Typically more complementary than competing in use, some overlaps
- Crystals and ionic fibrils classified as nano by EU and USA (EPA), while NFC/MFC are not as they form micro clusters
- One commercial size plant exists in each category
  - NCC/CNC - Celluforce, Canada
  - NFC/MFC - Exilva, Norway
    - Several full-scale captive plants in pulp and paper
  - CNF - Nippon Paper, Japan
  - Many pilot plants with 5-30 mt capacity
Nanocellulose market still embryonic

- Market analysts estimate that the nanocellulose market could grow to 700-1,000 mUSD by 2024\(^1\)
  - NFC/MFC estimated to be 50%
  - Awareness a possible limitation

- NFC/MFC market today
  - Largest volumes in paper and packaging (captive)

- The rheology modifiers market is large (5 bnUSD), but complex and fragmented
  - Highest interest from Exilva prospects

1) Markets Insider, Global Market Insight, Transparency Market Research
Horizon 2020 support for commercialisation of Exilva

• Covers 60% of total costs, including depreciation
• Support period is four years (1 May 2016 - 30 April 2020)
• Granted amount is 25 mEUR
• Not covering costs outside EEA

1) Exilva has received funding from the Bio-Based Industries Joint Undertaking (BBI) under the European Union’s Horizon 2020 research and innovation programme under grant agreement No 709746.
Cellulose fibrils – Exilva status

- Additive for industrial applications
  - Improves flow, stability, flexibility and strength in industrial formulations and materials

- Market introduction ongoing
  - ~ 50 regular customers
  - Volumes still relatively small

- Strong pipeline growth
  - >1800 prospective customers received samples and/or in lab/trial phase
  - More than 500 new prospects last six months
  - Long lead times

- Horizon 2020 grant ends in April 2020

Exilva has received funding from the Bio-Based Industries Joint Undertaking (BBI) under the European Union’s Horizon 2020 research and innovation programme under grant agreement No 709746.
Borregaard is positioned in high-end segments in Europe and Asia, with strong and long lasting customer relationships.

**Volume split %**

- Highly specialised: 79%
- Other: 21%

**Geographical split (sales revenues)**

- Europe: 62%
- Asia: 33%
- RoW: 5%

**Customer base and concentration (sales revenues)**

- Top 3: 38%
- Top 10: 79%

Source: Borregaard

1) Acetate, ether and tire cord grades
Fine Chemicals

Pharma intermediates

Market position
- Leading producer of intermediates for contrast agents

Production
- Sarpsborg, Norway

Products
- C3 aminodiols
- Intermediates for pharmaceutical products

Applications
- Contrast agents for medical imaging
- Medicines

Market growth1)
- 5-7%

Bioethanol

Market position
- Leading producer of second generation bioethanol

Production
- Sarpsborg, Norway

Products
- Pure and denatured bioethanol

Applications
- Biofuel, car care products, household chemicals, solvents, personal care, pharma, disinfectant, coating

Capacity
- 20 million liters
Innovation Management
Research & development

- Innovation Management Teams
- ~100 employees in R&D – of which 72 at the research centre in Sarpsborg – 33 have a PhD
- R&D and innovation spending ~4.3% of revenues
- IP strategies for each BU and major innovation projects

~13%\(^1\) of Borregaard’s revenues come from new products\(^2\)

1) Average last 5 years. 15% in 2018
2) Launched the last 5 years
3) Includes R&D centres, operation of BALI/Exilva pilots and market/application innovations

Cellulose Fibrils: Exilva microfibrillar cellulose
«BALI»: Utilisation of various biomasses for lignin products
Continuous specialisation and improved products
Business driven innovation model

- **Ideas from sales, technical application, R&D, production, external partners**
  - Idea database
  - Innovation Management Teams (IMT)
  - Inter disciplinary development work
  - Scale-up and commercialisation

**IMT**
- Chaired by head of business unit
- Cross functional team of line managers
- Gatekeepers at important milestones

**Co-work with (when required):**
- Universities
- Research institutes
- Consultants

**Co-work with (when possible):**
- Customers
Sustainability
Key element of business mission

Borregaard shall provide sustainable solutions based on renewable raw materials and unique competence
One of three core values

• **Sustainability**
  - Green chemicals that substitute petrochemicals
  - Sustainability demonstrated through life-cycle analysis
  - Focus on EHS across the organisation
  - Profitability is key to sustainability

• **Long-term perspective**
  - Consistent strategy over time
  - Long-term perspective on innovation, market development and investments
  - Competence development through training programmes, organisational development and use of technology

• **Integrity**
  - High credibility through transparency, honesty and predictability
  - Act responsibly in relation to stakeholders and exercise corporate responsibility
  - Demonstrate respect for individuals and different cultures while maintaining integrity and adhering to the company's code of conduct
Sustainability

Integral part of market offering

RAW MATERIALS
- Natural, renewable, sustainable raw materials

PROCESSES
- Efficient and sustainable production and value chain

PRODUCTS
- Sustainable biochemicals

Sustainable and certified wood
- Documentation
- PEFC\(^1\) and FSC\(^1\) standards
- Lignin raw materials from certified forests

Reduced emissions improve LCA\(^2\)
- Target based CO\(_2\) reductions
  - Energy conservations
  - New/Green energy sources
- Reduced emissions to water and air
- “Greener” logistical solutions

Products add sustainable value to customers
- **Climate**: LCA\(^2\) shows favourable GHG footprint
- **Biobased**: Natural raw materials preferred
- **EHS\(^3\)**: Non-toxic, harmless products

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1) PEFC: Programme for the Endorsement of Forest Certification, FSC: Forest Stewardship Council
2) Life Cycle Analysis
3) Environment, Health and Safety
Sustainability

Favourable climate footprint

Fuel – production and use

Borregaard 2G bioethanol

7x

Gasoline

Positive EHS impact in crop protection

• 2nd generation bioethanol vs petroleum-based fuel
  - Increased demand in different countries due to incentives

• Most of Borregaard’s products have favourable GHG footprint compared with alternatives

1) GHG emissions “cradle to grave”, third party analysis based on ISO 14044/48

• Lignin products in crop protection have a favourable environmental impact
  - Water-based solutions as an alternative to solvent-based formulations
  - Good safety and health performance as binders (less dust) in crop protection granules
Alignment with UN’s Sustainable Development Goals

**Global Challenges**

- **Growing Population**
- **Climate Change**

**Our Contribution**

- Sustainable Food Production
- Sustainable Business
- Sustainable Industry
- Sustainable Production
- Sustainable Biorefinery
- Sustainable Raw Material

**The Six Prioritised Sustainable Development Goals for Borregaard**

1. Zero Hunger
2. Decent Work and Economic Growth
3. Industry, Innovation and Infrastructure
4. Responsible Consumption and Production
5. Climate Action
6. Life on Land

**Alignment with UN’s Goals**

- Contribution to market growth
- Variety of green solutions
- Alignment with long-term global goals
Science Based Targets for GHG emissions approved by CDP

- Targeted reductions in greenhouse gas emissions:
  - 53% by 2030
  - 100% by 2050
  - Base year = 2009

- Targets are in line with the ambitions in the Paris Agreement and the Norwegian Climate Law

Borregaard maintained a CDP ‘A’ rating in 2019

- Highlighted as a global leader in corporate climate action
- Achieved a place on the CDP Climate Change ‘A List’
  - 8,400 companies reported to CDP in 2019
  - 179 (2.1%) were awarded an ‘A’ rating

¹ CDP: Global non-profit organisation that drives companies and governments to reduce their greenhouse gas emissions, safeguard water resources and protect forests
Financial objectives

• ROCE >15% pre-tax over a business cycle
• IRR >15% pre-tax for expansion capex
• Average net working capital at 20% of operating revenues
• Replacement capex at depreciation level
• Maintain key financial ratios corresponding to an investment grade rated company
  • Leverage ratio\(^1\) targeted between 1.0 and 2.25 over time

Borregaard’s dividend policy

• To pay regular and progressive dividends reflecting Borregaard’s expected long term earnings, free cash flows and expansion capex
• Annual dividend is targeted between 30% and 50% of net profit for the preceding fiscal year

\(^1\) Net interest-bearing debt divided by last twelve months’ EBITDA adj.
**Financials**

**Value creation since IPO**

<table>
<thead>
<tr>
<th>Year</th>
<th>Net debt ex IFRS16</th>
<th>Market capitalisation</th>
<th>Accumulated dividend</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012 (IPO)</td>
<td>2,000</td>
<td>4,000</td>
<td></td>
</tr>
<tr>
<td>2013</td>
<td>2,000</td>
<td>6,000</td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td>2,000</td>
<td>8,000</td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td>2,000</td>
<td>10,000</td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>2,000</td>
<td>12,000</td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td>2,000</td>
<td>14,000</td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>2,000</td>
<td>16,000</td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>2,000</td>
<td>18,000</td>
<td></td>
</tr>
</tbody>
</table>

**Share price, including reinvestment of dividend**
- CAGR: 27.2%

**Enterprise value = market cap + net debt**
- CAGR: 19.6%
**Financials**

**Key figures 2016 – 2020 (LTM)**

1. **Operating revenues**
   - CAGR 4.5%

2. **EBITDA & EBITDA %**
   - 2016: 22.7%
   - 2017: 22.8%
   - 2018: 18.9%
   - 2019: 19.9%
   - LTM 2020: 19.2%

3. **ROCE and EPS**
   - ROCE %: 21.7, 19.1, 12.7, 10.5, 9.6
   - EPS: 5.55, 5.66, 4.76, 4.17, 3.93

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1) Last twelve months as per March 2020
**Key cost items 2015-2019**

- Total costs in 2019 close to 4.1 billion NOK
- 5.0% CAGR from 2015 to 2019
- Main cost components’ share of total costs relatively stable over time

### Wood
- 75%-85% sourced from Norway, the rest mainly from Sweden
- Annual price and volume contracts, mid-year adjustments occur
- Includes inbound logistics, ~30% of wood cost

### Energy
- Energy consumption: Heat energy 2/3, electricity 1/3
- Heat energy: Base load mainly covered by renewable energy sources, peak-load mainly covered by LNG and spot electricity
- Electricity: Long term contract to 2029 for substantial part of needed volume

### Other CoM
- Chemicals\(^1\) and other raw materials like lignin raw material
- Internal production of caustic soda
- Contract manufacturing of petrochemical-based vanillin
- Change in inventories

### Distribution costs
- Most products sold delivered customer
- Logistical optimisation important, especially for Performance Chemicals

### Payroll expenses
- Continuous productivity improvement, including de-manning and cost reduction activities

### Other expenses
- Repair and maintenance, external services, rental/leasing and other operating expenses

---

1) Main chemicals are caustic soda, salt, sulphur, epichlorohydrine and guethol
Financials

Sensitivity on EBITDA¹

Sensitivity of 1% change (based on 2019)

- Cellulose price
- Lignin price
- FX ex hedging
- FX incl hedging
- Wood cost
- Energy cost
- Other cost of materials
- Distribution costs
- Payroll expenses
- Other expenses

MNOK: 0 5 10 15 20 25

- Global presence, diversified product portfolio and GDP-driven demand reduce market risk
- Oil price affects demand and competition in certain markets, but main effect historically has been on NOK FX rate
- Significant FX exposure, softened by FX hedging² in the medium term
- No major single component in other cost of materials
- Distribution costs: Most products sold “delivered customer”
- Other expenses are repair and maintenance, external services, rental/leasing etc.

¹ Non-GAAP measure – see appendix
² Hedging based on expected net cash flow (EBITDA)
   - Base hedge - 75%/50% on a rolling basis for 6/9 months for major currencies
   - Extended hedge - 75%/50% of the next 24/36 months if USD and EUR are above predefined levels
**Currency hedging strategy**

Purpose is to delay effects of currency fluctuations and secure competitiveness

- Hedging based on expected **net cash flow (EBITDA)**\(^1\)
  - **Base hedge** - 75%/50% on a rolling basis for 6/9 months for major currencies
  - **Extended hedge** - 75%/50% of the next 24/36 months if USD and EUR are above defined levels
    * EUR; effective rate above 8.50
    * USD; gradually at effective rates between 7.50 and 8.50
- **Contracts**\(^2\) - 100% hedged

- **Balance sheet** exposure hedged 100%
- **Net investments in subsidiaries** hedged up to 90% of book value in major currencies

**FX exposure**

- Borregaard’s revenues are primarily in USD or EUR, while costs are primarily in NOK
- Net FX exposure in 2019 **USD**: 65% (approximately 203 mUSD)
  - **EUR**: 35% (approximately 98 mEUR)
  - **Other**: 0% (GBP, BRL, JPY, SEK, ZAR)

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1) **Net cash flow hedging mainly in the Norwegian company**
2) **Strict definitions for contracts applied for 100% hedging** (mutually binding agreement in which price, currency, volume and time are defined)
3) **Currency basket based on Borregaard’s net exposure in 2019 (~100)**
4) **Last twelve months as per March 2020**
Key figures 2016 – 2020 (LTM)\(^1\)

Financials

1) Last twelve months as per March 2020
**Financials**

**Cash flow, NWC and investments 2016 – 2020 (LTM)**

1) Last twelve months as per March 2020

2) Cash flow from operating activities (IFRS) + tax paid +/- net financial items +/- dividend (share of profit) from JV
Updated investment forecast 2020-2021

**Replacement investments**
- Targeted at depreciation level
- Upgrade of caustic soda production facility cannot be handled within target

**Expansion investments**
- Capacity expansion for wood based vanillin the main project (130 mNOK, H2-19 to mid 2021)
- A few smaller expansion projects are ongoing or planned

**New projects may lead to additional investments**

<table>
<thead>
<tr>
<th>Year</th>
<th>Replacement investments</th>
<th>Expansion investments</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Actual</td>
<td>Low</td>
</tr>
<tr>
<td>2019</td>
<td>370</td>
<td>350-400</td>
</tr>
<tr>
<td>2020</td>
<td>350-400</td>
<td>350-400</td>
</tr>
<tr>
<td>2021</td>
<td>350-400</td>
<td>350-400</td>
</tr>
</tbody>
</table>

1) Uncertainty is related to final investment decisions, timing of investment payments, execution time and risk and unexpected events e.g.
Capital structure

- Target for capital structure
  - Maintain key financial ratios corresponding to an investment grade rated company
  - Leverage ratio\(^1\) targeted between 1.0 and 2.25 over time

- Solid capital structure as per 31.3.20
  - Leverage ratio 2.39 (covenant <3.25)
  - Equity ratio\(^1\) 38.3% (covenant >25%)

- Long term credit facilities
  - Revolving credit facilities (RCF), 1,500 mNOK, maturity 2021
  - 60mUSD term loan for LignoTech Florida (LTF), tenor 8.5 years from completion of project phase 1
  - Bond issues, 400 mNOK, maturity June 2023
  - Nordic Investment Bank (NIB) loan, 40 mEUR, maturity 2024

- Short term credit facilities
  - 225 mNOK overdraft facilities
  - 15 mUSD overdraft facility in Lignotech Florida
  - 200 mNOK commercial paper

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1) Non-GAAP measures – see appendix
Management

Highly experienced and proven management team

CEO
Per A. Sørlie
• CEO since 1999
  • Member of management team since 1990
  • 30 years with Borregaard

Per Bjarne Lyngstad
• CFO
  • 22 years in current position
  • 32 years with Borregaard

Tuva Barnholt
• SVP Strategic Sourcing
  • 14 years in current position
  • 22 years with Borregaard

Tom Erik Foss-Jacobsen
• EVP BioSolutions
  • In current position from May 2019
  • 21 years with Borregaard

Kristin Misund
• SVP R&D and Business development
  • In current position from May 2019
  • 27 years with Borregaard

Gisle Løhre Johansen
• EVP Speciality Cellulose and Fine Chemicals
  • In current position from May 2019
  • 29 years with Borregaard

Dag Arthur Aasbø
• SVP Organisation and Public Affairs
  • 12 years in current position
  • 27 years with Borregaard

Ole Gunnar Jakobsen
• Plant Director - Sarpsborg Site
  • 12 years in current position
  • 25 years with Borregaard

Sveinung Heggen
• General Counsel
  • 7 years in current position
  • 7 years with Borregaard
Appendix - Non-GAAP measures

In the discussion of the reported operating results, financial position and cash flows, Borregaard refers to certain measures which are not defined by generally accepted accounting principles (GAAP) such as IFRS. Borregaard management makes regular use of these non-GAAP measures and is of the opinion that this information, along with comparable GAAP measures, is useful to investors who wish to evaluate the company’s operating performance, ability to repay debt and capability to pursue new business opportunities. Such non-GAAP measures should not be viewed in isolation or as an alternative to the equivalent GAAP measure.

- **Cash flow from operations**: Cash flow from operating activities (IFRS) + tax paid +/- net financial items +/- dividend (share of profit) from JV.

- **EBITDA**: Operating profit before depreciation, amortisation and other income and expenses.

- **EBITDA margin**: EBITDA divided by operating revenues.

- **Equity ratio**: Equity (including non-controlling interests) divided by equity and liabilities.

- **Expansion investments**: Investments made in order to expand production capacity, produce new products or to improve the performance of existing products. Such investments include business acquisitions, pilot plants, capitalised R&D costs and new distribution set-ups.

- **Other income and expenses**: Non-recurring items or items related to other periods or to a discontinued business or activity. These items are not viewed as reliable indicators of future earnings based on the business areas’ normal operations. These items will be included in the Group's operating profit.

- **Leverage ratio**: Net interest-bearing debt divided by last twelve months’ (LTM) EBITDA.

- **Net interest-bearing debt (NIBD)**: Interest-bearing liabilities minus interest-bearing assets

- **Return on capital employed (ROCE)**: Last twelve months’ (LTM) operating profit before amortisation and other income and expenses, divided by average capital employed based on the ending balance of the last five quarters. Capital employed is defined by Borregaard as the total of net working capital, intangible assets, property, plant and equipment, right-of-use assets and investment in joint venture minus net pension liabilities.