



MAKING OUR WORLD
+RENEWABLE

2022

→ Investor Presentation

→
A leading player in sustainable
cellulosic fibres





Altri has continued to deliver a sound financial performance in recent years

	2020	2021	YoY		AVG 2015 – 2021
Revenues ^[1]	€575 M	€793 M	38%	ROCE ^[2]	16.5%
EBITDA ^[1]	€98 M	€228 M	133%	Divid. Yield ^[3]	7.4%
EBITDA mg	17.0%	28.7%	+11.7pp	Divid. Yield 2021 ^[4]	7.3%

^[1] 2020 and 2021 figures exclude the activity of GreenVolt at the Revenue and EBITDA levels, which were classified as 'Discontinued operations' in light of the upcoming separation of the businesses

^[2] Return On Capital Employed (EBIT/(Shareholders Equity + Net Debt))

^[3] Based on each years 1H's average stock price

^[4] 81% in Cash and 19% in shares of GreenVolt at IPO Price



THE GLOBAL PULP MARKET

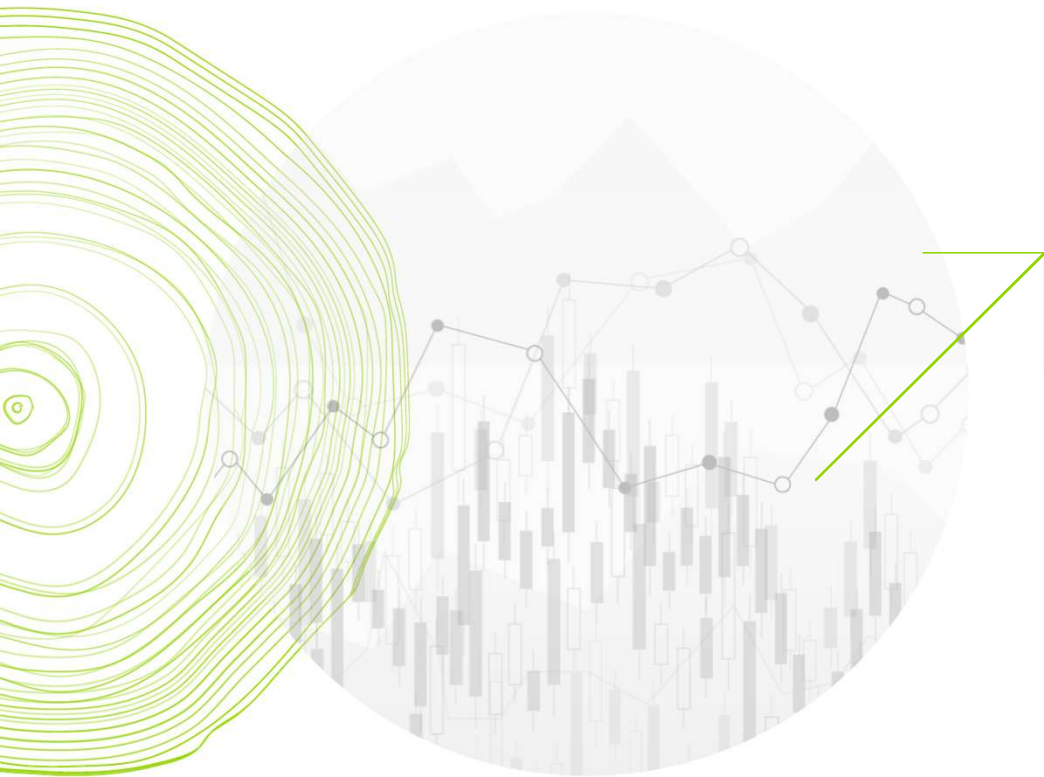
A sound outlook

2022

- Investor Presentation



The global BHKP market boasts strong secular drivers



Market Drivers & Trends

- 1 Urbanization
- 2 Growing and aging population
- 3 Growth from emerging markets
- 4 Packaging → Paper vs Plastic
- 5 Textile Market → Wood Based Fibers

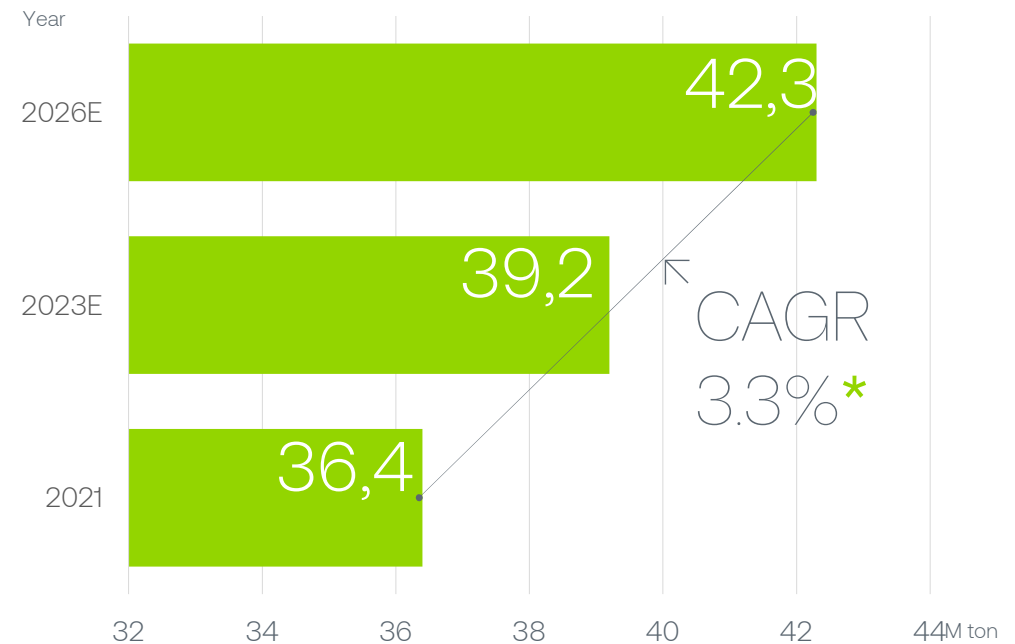


Global demand for BHKP is expected to increase at 1.2M ton/year until 2026

The increase is driven by Tissue, Packaging and Specialities.

≈ 5.9 M/ton
until 2026

BHKP Global Demand (2021-2026E)



* equivalent to c. 1.2M ton/year after 2021.

Source → PPPC's Chemical Market Pulp Forecast 2021-2026 (April 2022).

→ China expected to account for over 90% of the world demand for BHKP until 2026



World BHKP Annual Demand per geography (2020-2026E)	2020	2021	2022E	2023E	2024E	2025E	2026E	% p.a. 2021-2026E	000' tons 2021-2026E
North America	3 281	3.296	3 211	3.255	3 281	3 327	3 361	0.4%	65
West Europe	7 822	8.206	7 902	7.933	7 791	7 740	7 655	-1.4%	-551
East Europe	1 526	1 528	1 448	1 438	1 521	1 607	1 689	2.1%	161
Latin America	2 617	2 662	2 598	2 621	2 682	2 733	2 781	0.9%	119
Japan	878	977	970	951	938	931	920	-1.2%	-57
China	15 891	13 974	16 008	17 010	17 894	18 703	19 501	7.0%	5.527
South Korea	1 348	1 306	1 298	1 272	1 240	1 215	1 195	-1.8%	-111
Other Asia	3 857	3 746	3 965	4 067	4 215	4 359	4 490	3.7%	744
Others	675	707	678	704	723	737	752	1.3%	45
TOTAL	37 895	36 402	38 078	39 251	40 285	41 352	42 344	3.1%	5 942
Growth (000' tons)	2 155	-1 493	1 676	1 173	1 034	1 067	992		
Growth (YoY %)	6.0%	-3.9%	4.6%	3.1%	2.6%	2.6%	2.4%		

Source → PPPC's Chemical Market Pulp Forecast 2021-2026 (April 2022), (000' tons)



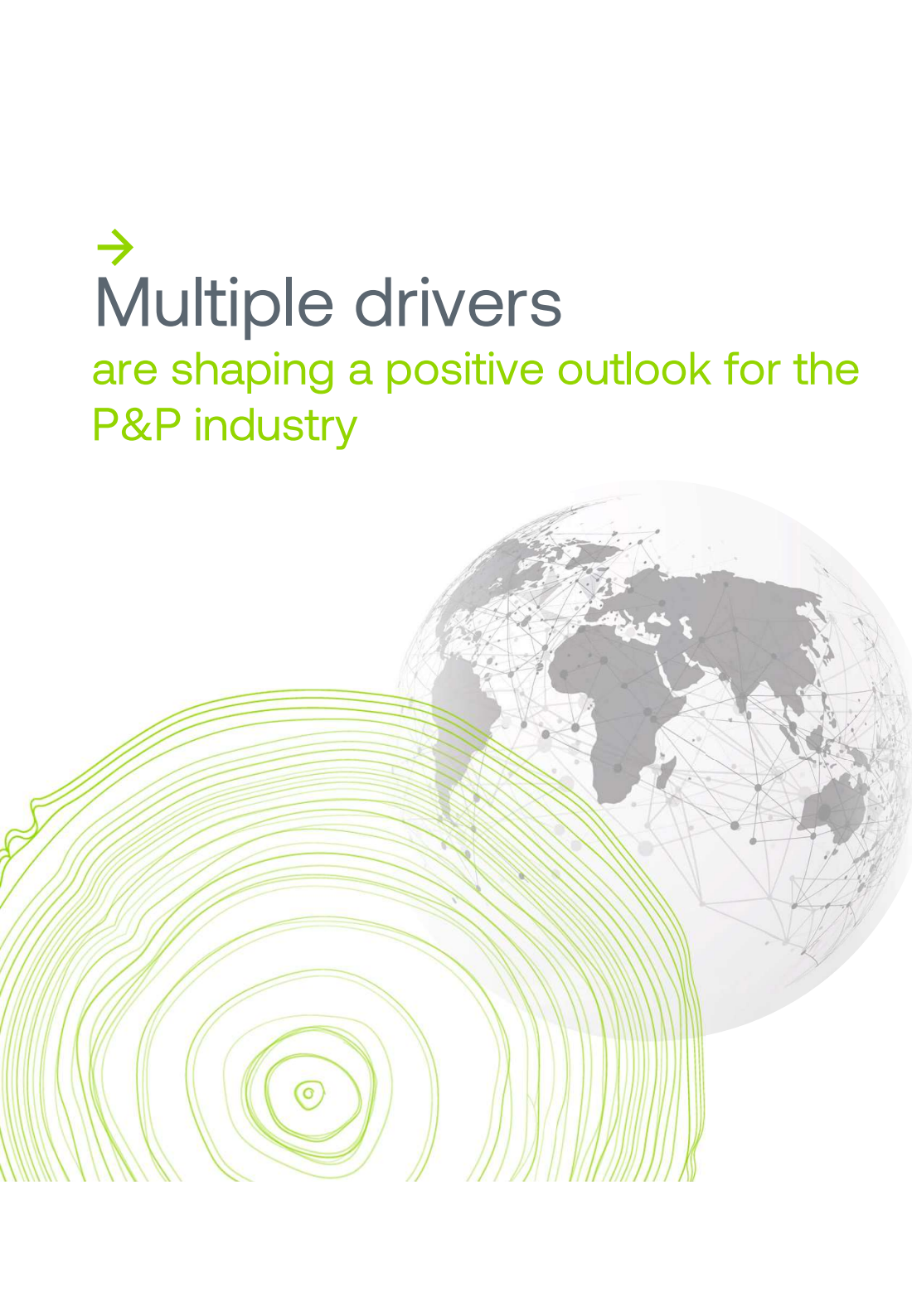
The average pulp price (BHKP) of the last 5 years is near US\$ 900/ton

BHKP Prices - Europe	2017	2018	2019	2020	2021	1Q22
AVG (US\$/ton)	819	1 037	858	680	1 011	1 150

Source → FOEX

881

Average
2017 — 2021



→ Multiple drivers are shaping a positive outlook for the P&P industry

- 1 Ongoing logistics friction with freight costs up significantly (far east to west mainly), and low availability of vessels.
- 2 Shift in supply chains to nearshoring to increase flexibility and resilience.
- 3 Demand for pulp in the EU remains healthy. March inventories at European Ports remain near record low levels.
- 4 A significant part of the increase in supply during the next 3 years should be absorbed by organic market growth.
- 5 High growth segments as textiles and plastic shift to paper could further bolster market growth prospects.



altri



Operational excellence
in the pulp business

2022

→ Investor Presentation

→ Altri pulp assets

3 Pulp Mills

1 175 000 ton/year

Celbi

800 000

ton/year (BEKP)

Biotek

260 000

ton/year (BEKP)

Caima

115 000

ton/year (DWP)

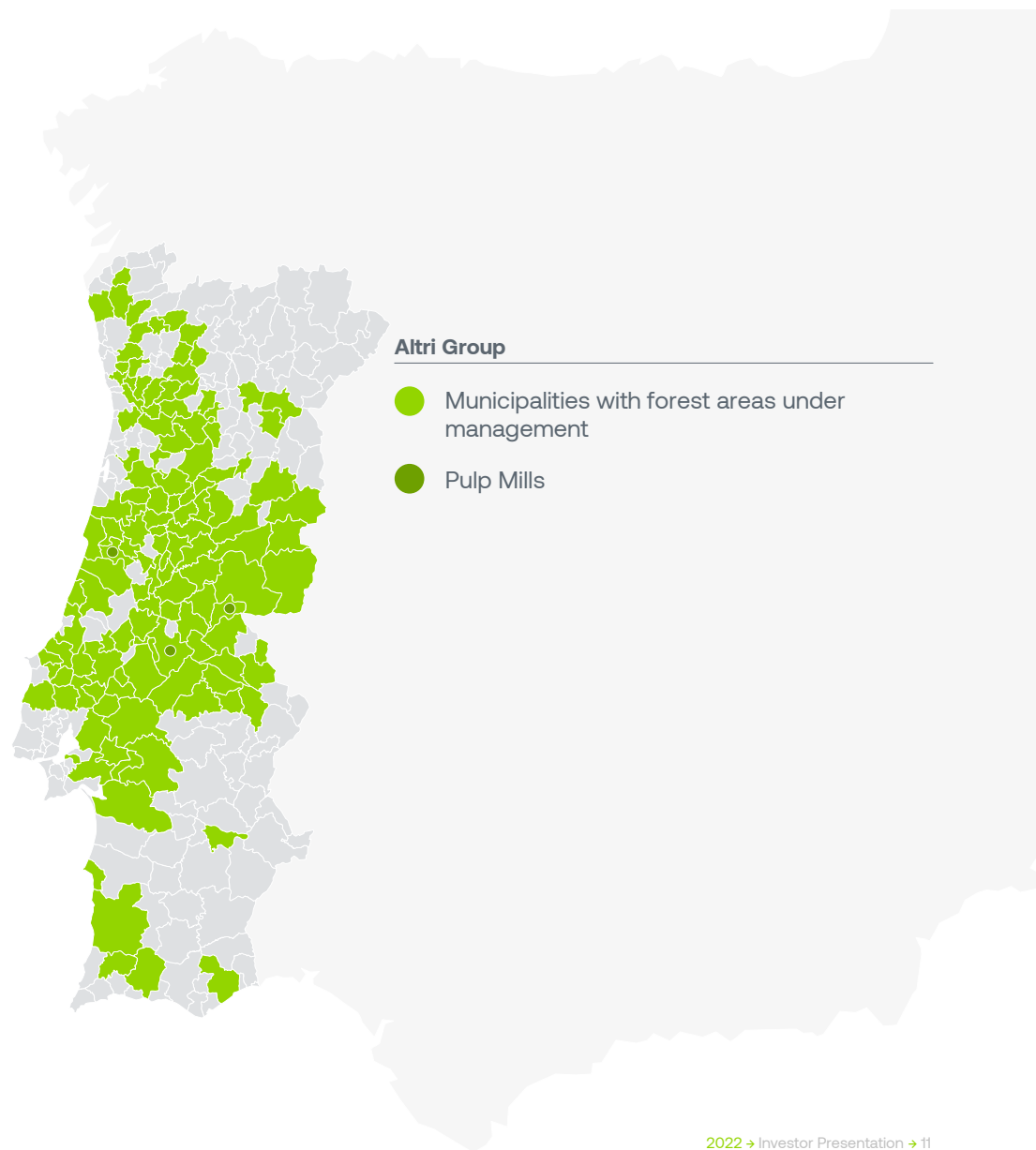
Forest

88 000 ha

Of Certified Forest Management
(FSC® & PEFC™)

- 20% self sufficiency rate
- Mainly focused on eucalyptus globulus
- High yield locations
- 10/12 years growing age
- 10m³ per ha per year

altri





Focus on proximity markets

which account for c.90% of total revenues while tissue remains the top end use segment



Revenue Breakdown By Geography	2021
Europe (excl. Portugal)	61%
Portugal	14%
Asia	7%
Others (mostly Middle East)	18%

Revenues Breakdown By End Use	2021
Tissue	50%
P&W	19%
Decor	7%
Specialties	6%
Packaging	2%
Other	8%
Dissolving	8%



Entire organisation strongly committed

around delivery of the 2030 SDG targets

2030

COMMITMENT
AND
ALIGNMENT
WITH THE
SUSTAINABLE
DEVELOPMENT
GOALS

-60% GhG

Commitment to decrease CO_{2e} footprint: targeted reduction of controlled emissions (scope 1 and 2) of 60% by 2030.

-50% Water

Altri is a Global benchmark in water usage but aims higher: further reduction of 50% by 2030.

80% Certified Wood

All Altri's forestry assets are certified (FSC & PEFC) with the goal of having 80% of sourced timber come from certified suppliers by 2030 (vs 69% in 2021).

Zero Fossil Fuel

Fossil Fuel free by 2030. Launched in January 2022, the 'Caima Go Green' project should guarantee that one out of three Altri plants will have total energy autonomy without the use of any fossil fuels by 2024.

Gender Diversity

Double the number of women in management roles.

Biodiversity

Altri has an ambitious target of doubling the natural conservation area under management by 2030 (from 8000 ha in 2018), defending the diversity of our environmental heritage.



Altri's sustainability efforts have been recognised by external experts

Sustainalytics

Sustainalytics rated Altri as a 'Low risk company' ranking in the top #10 of the Global P&P sector.

CDP

CDP, a non-profit organization that rates the environmental impact of companies, regions and nations, has rated Altri 'A- for Climate Change'*, one notch better vs the previous year.

Altri is the only company of the sector in Portugal to have received that rating and compares positively with the European sector average of 'B' and the global sector average of 'C.'

* CDP scores band ranges from A to D-, with A representing the highest scores





Altri is working on several growth opportunities with the new Galicia project at the forefront



1

Pursue selective opportunities in the pulp space.

2

Organic growth & debottlenecking and process optimisation.

3

Focus on specialities and high growth segments, such as textiles and bioproducts.

3.1.

The MoU signed with Impulsa (includes Galician authorities) for construction of a greenfield site to produce dissolving pulp and sustainable fibres in the North of Spain is a key step in that direction.



altri

PROJECT GALICIA

Bridging forest to
sustainable fibres

2022

→ Investor Presentation

→ PROJECT GALICIA

Altri's goal is to build the most sustainable lyocell plant in the world with the support of partners and local authorities

Ownership

Altri

Majority shareholder (over 51%)

Partners

Focus to onboard one or more partners that could add value to the project.

Investment

€700 M - €750M.

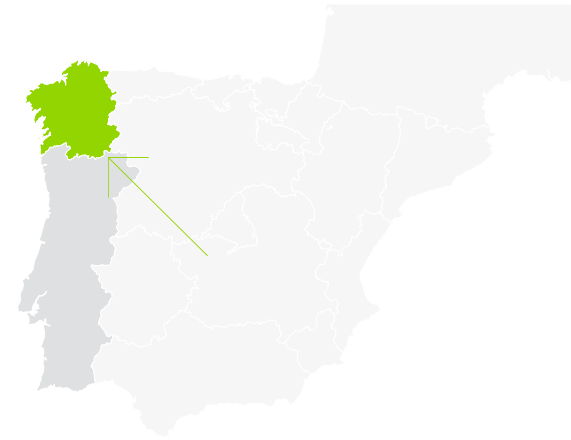
Support



Our project is fully supported by local partners and authorities of Galicia. Natural fit into 'Next Generation EU' programme

→ PROJECT GALICIA

Altri believes this project
can add significant value to the European textile
industry as well as its stakeholders



Project
Galicia



Sustainably sourced
Eucalyptus



Dissolving Pulp (DWP) Mill
200k ton/y



Integrated Lyocell Plant
100k ton/y + (100k ton/y)

Textile
Value Chain



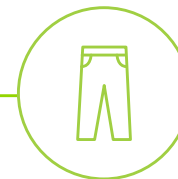
Lyocell Fibre



Yarn



Fabric



Garment
Manufacturing

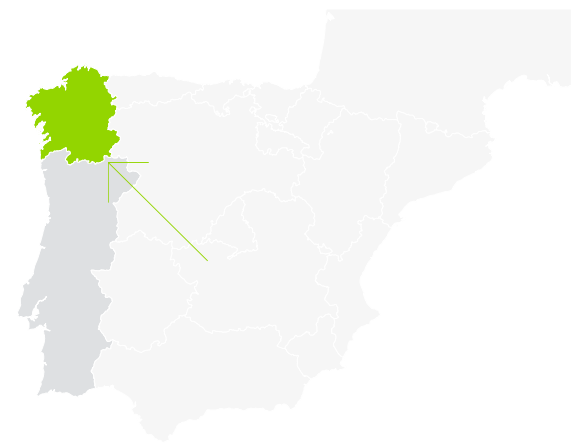


Brand
Owners

→ PROJECT GALICIA

Altri intends to build a benchmark project

For efficiency and sustainability KPIs



1

Become the most sustainable mill in the world (production, energy, consumption, circularity, etc).

5

Bleached pulp using totally chlorine-free technology.

2

Strengthen the European textile industry.

6

Sell excess green energy to the grid.

3

Use sustainably sourced certified wood.

7

Be a benchmark in cash cost KPIs.

4

Make mills completely fossil fuel free.

8

Project double-digit IRR.

→ PROJECT GALICIA

The numbers

€750M

Capex of €750M.

Double-digit IRR

Double-digit IRR of the project (Equity IRR to reach 20s).

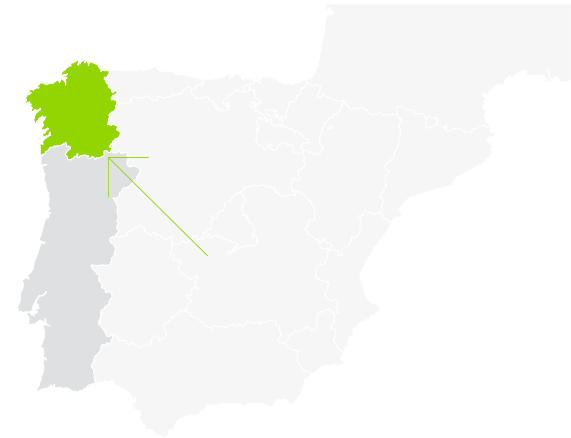
25%

Next Generation incentives expected to cover 25% of total capex.

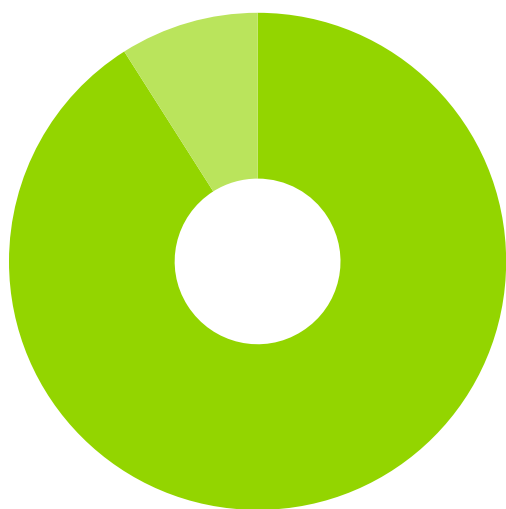


→ PROJECT GALICIA

Altri's revenue profile will become more diversified and less volatile



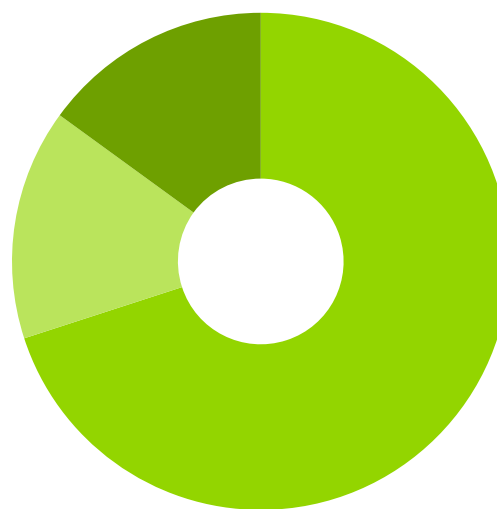
Revenues 2021



● BHKP	91%
● DWP	9%



Revenues beyond 2025*



● BHKP	60% — 70%
● DWP	15% — 20%
● Lyocell	15% — 20%

* Assuming the 200K dissolving pulp and a 100k lyocell line. If we assume a 200k lyocell line, the weight of lyocell would be > 30%.



FINANCIAL HIGHLIGHTS

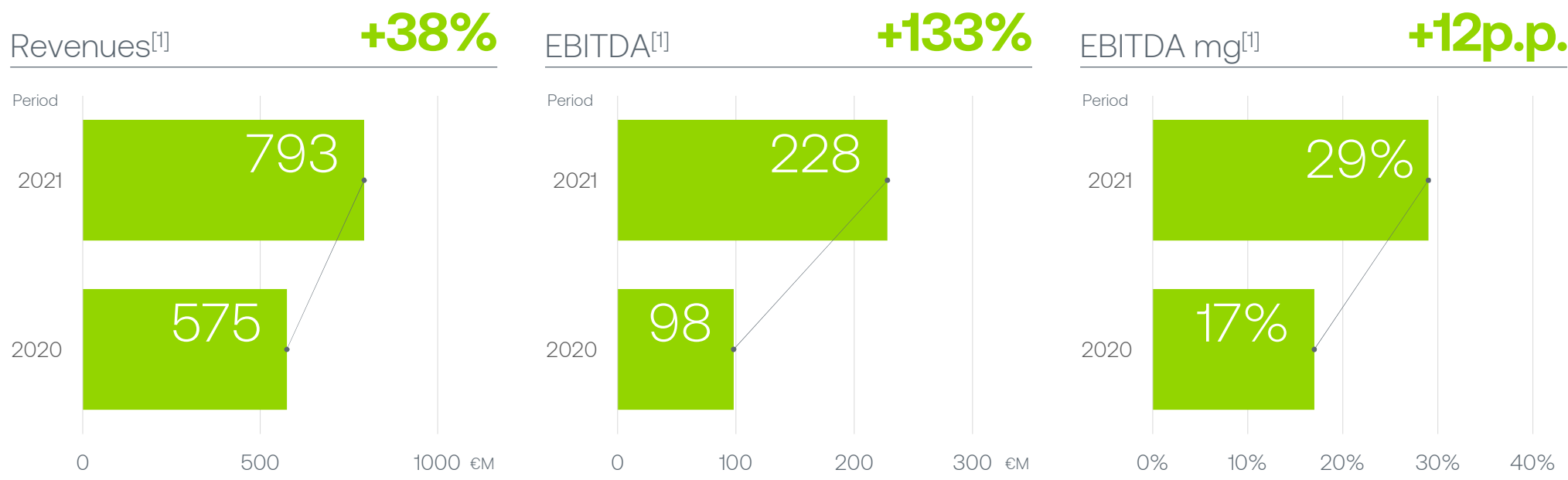
2022

→ Investor Presentation



Strong financial performance

driven by the positive trends in the pulp prices and production levels, and ongoing cost efficiency measures



^[1] 2020 and 2021 figures exclude the activity of GreenVolt at the Revenue and EBITDA levels, which were classified as 'Discontinued operations' in light of the upcoming separation of the businesses

→
Healthy financial position
with funding provided mostly by domestic
banks

	2020	2021
Group level	€475 M	€490 M
Pulp business		€344 M
Energy business		€146 M

1.5x

NET DEBT / EBITDA
Pulp Business

3.0

Years of Average Maturity

<2%

Average Interest Rate

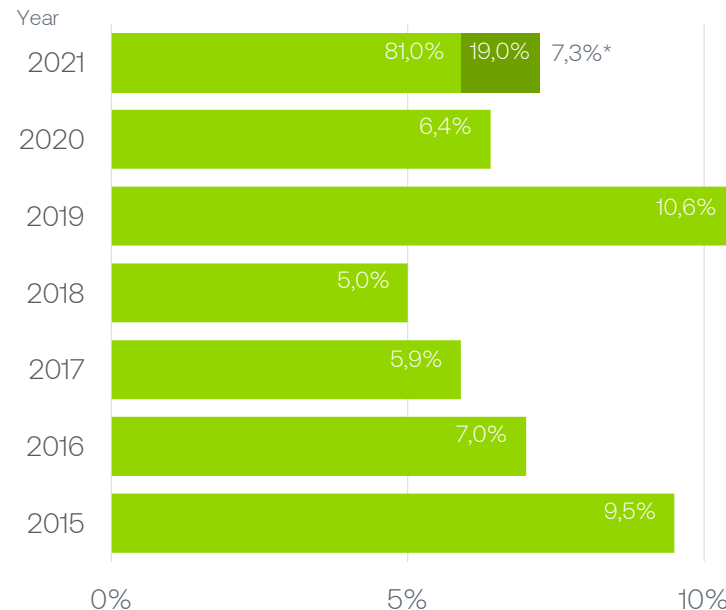
Covenant-
Free

→ Altri is a sector reference in shareholder value creation and dividend distribution

Accumulated Dividends 2015-2021

€530M
Representing
nearly 50% of
market cap^[1]

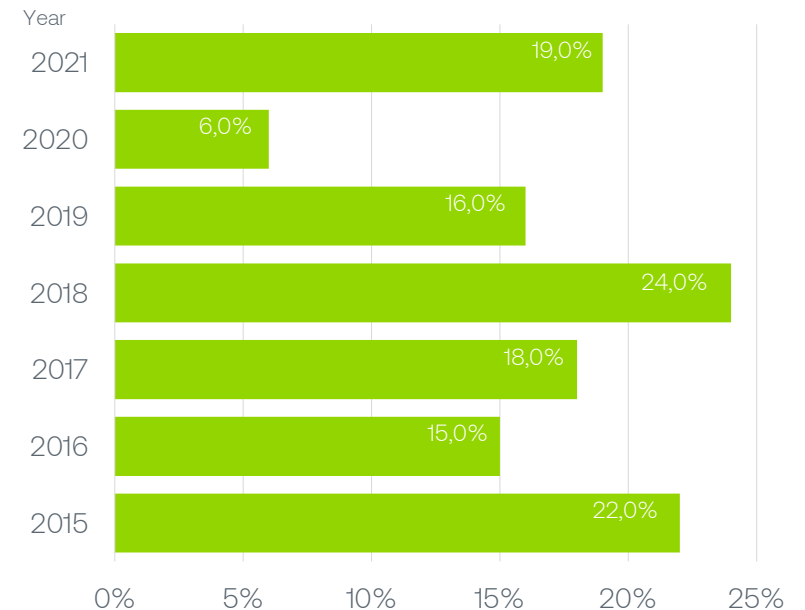
Dividend Yield**



* 81% is Cash and 19% in shares of GreenVolt at IPO Price

** Based on each years 1H's average price

ROCE*



* Return On Capital Employed (EBIT / (Shareholders Equity + Net Debt))

^[1] Based on Altri's market cap as of 31st December 2021 of €1,151M

→ Separation of GreenVolt going ahead in May

Rationale

Different investor profile.

The Banking sector perceives the leverage of both businesses quite differently.

Mechanics of the Dividend Distribution

In the last week of May, Altri is making a distribution of its direct stake of 43.27% in GreenVolt, which implies a ratio of 0,25604641 per each share of Altri held.

Altri will remain with a 15.45% stake in GreenVolt after the operation in May is completed.

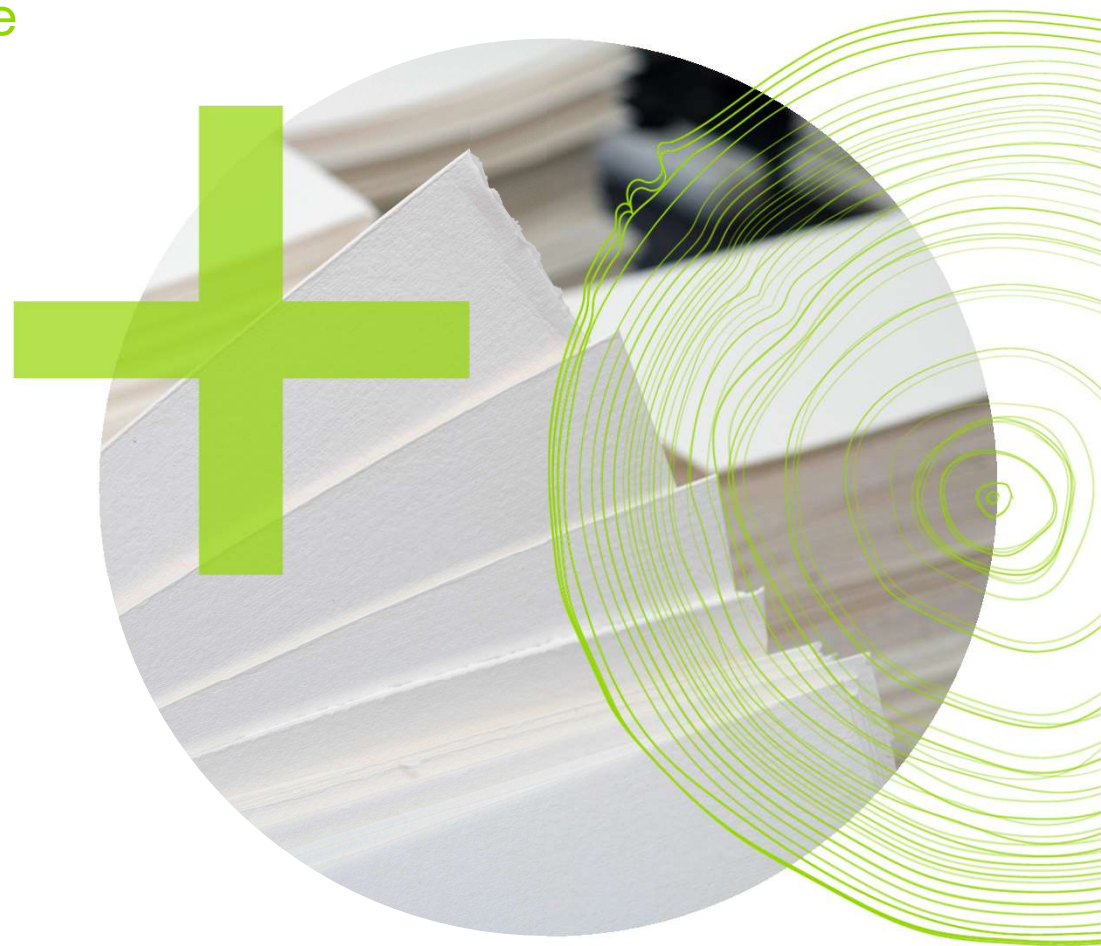
Additionally, Altri will pay up to € 0.25 per share (ex-div. on the same day)



→ Altri's value proposition

Performance and sustainability excellence

- 1 Supportive long-term industry fundamentals.
- 2 Strong operational performance.
- 3 Most efficient hardwood pulp producer in the EU.
- 4 Focus on sustainability targets.
- 5 Sound shareholder remuneration.
- 6 Positioning for the next stage of growth. Project Galicia a key value driver for Altri's long-term plans.





altri

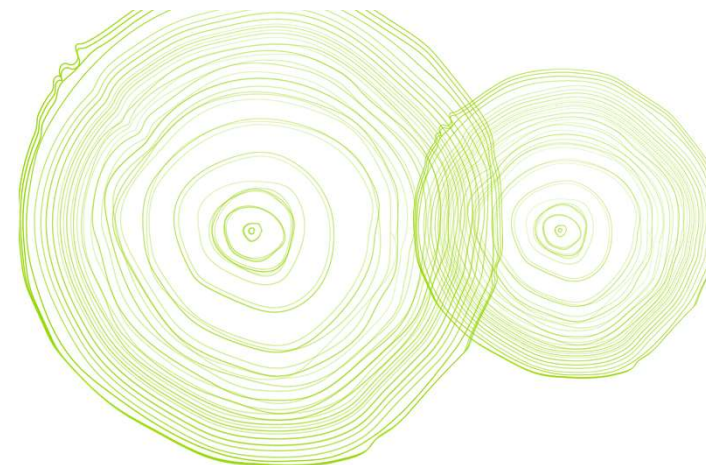
ANNEXES

2022

Investor Presentation

→ Sustainability

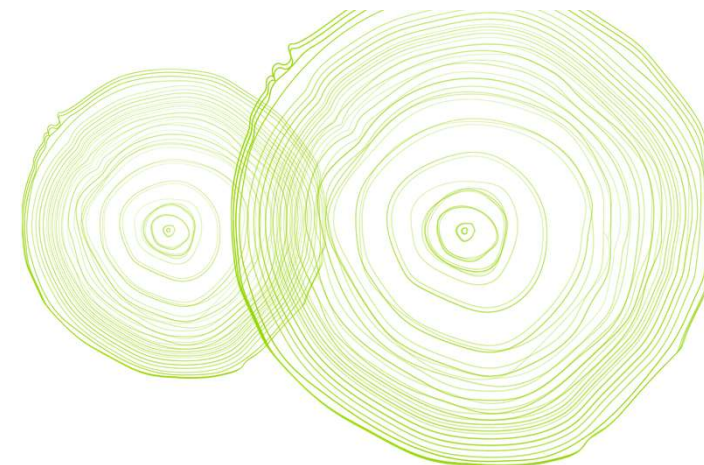
Commitment 2030 (I)



	Commitment	2018	2030 Goal
6 CLEAN WATER AND SANITATION	Reduce unit water use (m ³ / ADTP) in Altri's industrial facilities by 50%	20	10
6 CLEAN WATER AND SANITATION	Reduce the organic load (COD, kg O ₂ / ADTP) in Altri's industrial effluents by 60%	11	4
7 AFFORDABLE AND CLEAN ENERGY	Increase the amount of renewable electric energy injected into the national electricity grid (GWh) by at least 60%	625	1 000
7 AFFORDABLE AND CLEAN ENERGY	100% of the primary energy consumed at Altri's industrial facilities from renewable sources	83%	100%
5 GENDER EQUALITY	Double the number of women in leadership roles	19	38
12 RESPONSIBLE CONSUMPTION AND PRODUCTION	100% of process waste recovered or reused	77%	100%

→ Sustainability

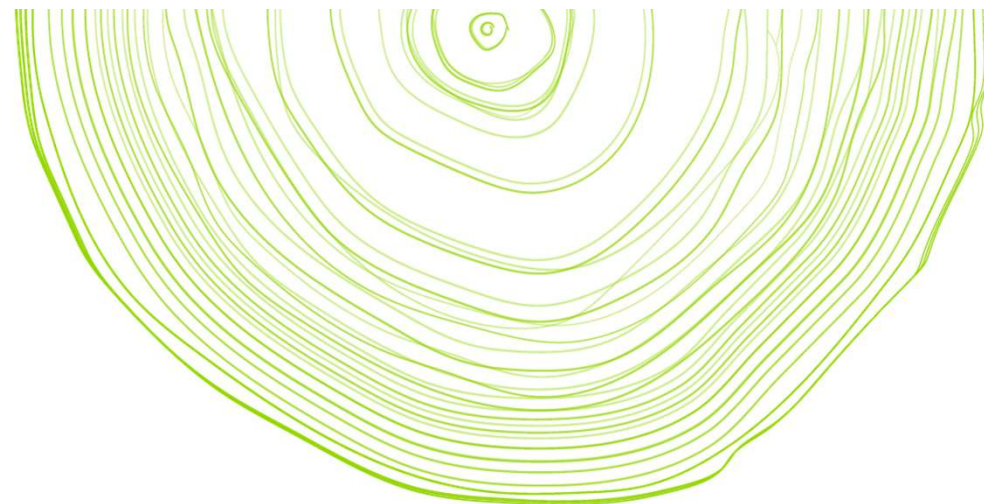
Commitment 2030 (II)



	Commitment	2018	2030 Goal
13 CLIMATE ACTION 	Reduce unit GHG scope 1 and 2 emissions by 60% (kgCO ₂ /ADTP)	192	66
13 CLIMATE ACTION 	Reduce scope 3 emissions by 30% (kgCO ₂ /ADTP)	292	202
15 LIFE ON LAND 	Increase the percentage of consumed wood with forest management certification by 40%	57%	80%
15 LIFE ON LAND 	Duplicate the area under natural conservation management (ha)	7 980	16 000
15 LIFE ON LAND 	Develop 13 biodiversity stations and biospots	2	15
8 DECENT WORK AND ECONOMIC GROWTH 	Aim to have zero lost-time injuries*	Continuous improvement in order to achieve this goal	

* More than 3 days lost

The opportunity



	CAGR 2020-2030 (%/y)	Weight Pulp Mkt 2020E (%)	Weight Pulp Mkt 2030E (%)
Dissolving Pulp	5.6%	10%	14%
Fluff Pulp	3.2%	9%	10%
BHKP	2.4%	53%	53%
BSKP	0.4%	28%	23%

Source: Afry management consulting OY

Dissolving Pulp is the fastest growing bleached kraft pulp segment driven mainly by demand for textile fibres

The opportunity

Sustainability is playing an increasingly role in the global textile value chain and cellulosic fibres are uniquely positioned to capture that growth.



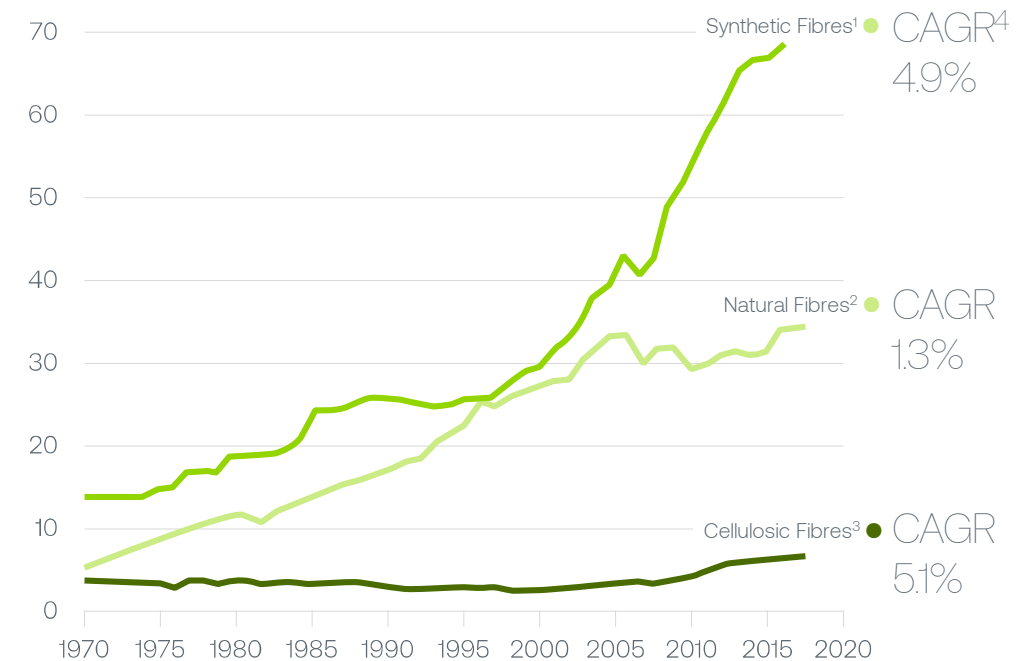
1 Fashion and textile industry is among the most polluting industries in the world and most clothes are made from oil based synthetic fibers.

2 A growing consumer push to find more sustainable solutions has put pressure on the industry.

3 Man-Made Cellulosic Fibres (MMCF) such as Lyocell are a solution to the growing demand for more sustainable textile fibres.

Historical global demand for textile fibre (Mt/a)

Source: The Fiber Years 201, Preferred Fibre and materials, Textile Exchange, AFRY.



¹ Such as polyester and polyamide

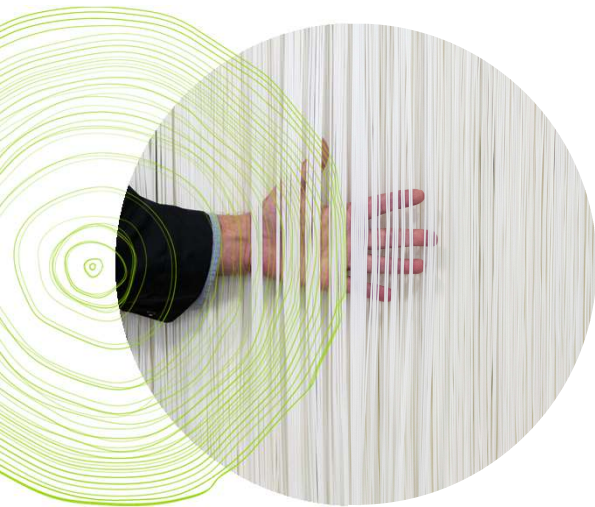
² Such as cotton and flax.

³ Such as viscose, modal and lyocell.

⁴ Compound Annual Growth Rate

The opportunity

Key qualities and advantages of the different fibers



Cotton

Natural

Intensive agriculture

High Water Footprint

Moisture absorbing

Biodegradable

Sensitive skin friendly

Warm and soft

Susceptible to colour fading

¹ Man-Made Cellulosic Fibres

Polyester

Oil Based

Synthetic

High energy requirement

Moisture wicking

Durable

Quick drying

Resistant to wrinkles

Less colour fading

MMCF's¹

Wood based

Renewable forests and plantations

Low water footprint

Moisture absorbing

Mostly biodegradable

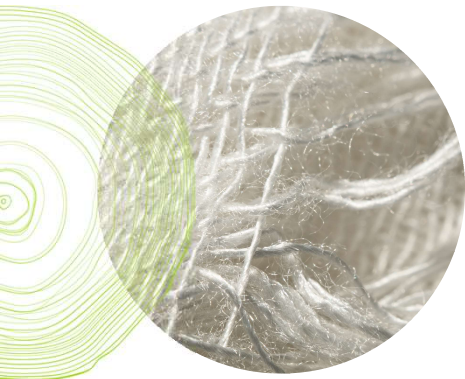
Sensitive skin friendly

Soft and silky

Vivid Colours

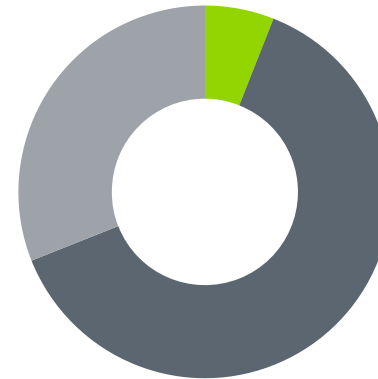
Source: The Fiber Year 2019, Preferred Fibre & Materials, Textile Exchange, AFRY.

The opportunity



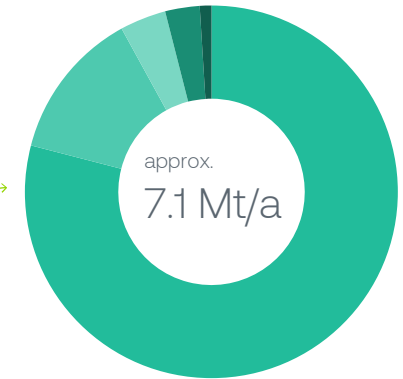
Lyocell Sustainability Credentials

- 1 Wood-based, made from renewable forests and plantations.
- 2 Low water footprint and mostly biodegradable.
- 3 Transparent and traceable supply chains via certification/ technology.



**Global Fibre Production
2019 (approx. 111 Mt/a)**

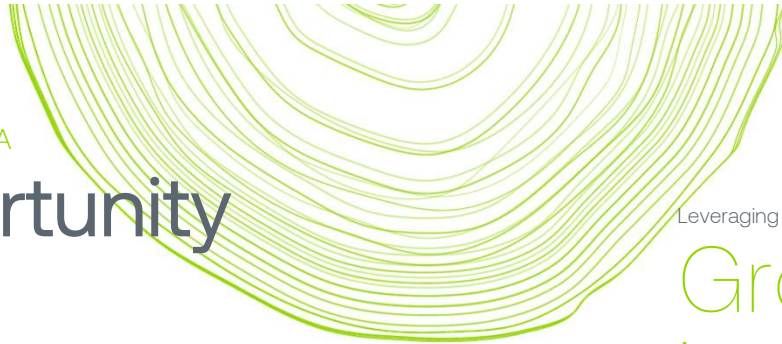
● Synthetic Fibres	63%
● Natural Fibres	31%
● Cellulosic Fibres	6%



Sales

● Viscose	79%
● Acetate	13%
● Lyocell	4%
● Modal	3%
● Cupro	1%

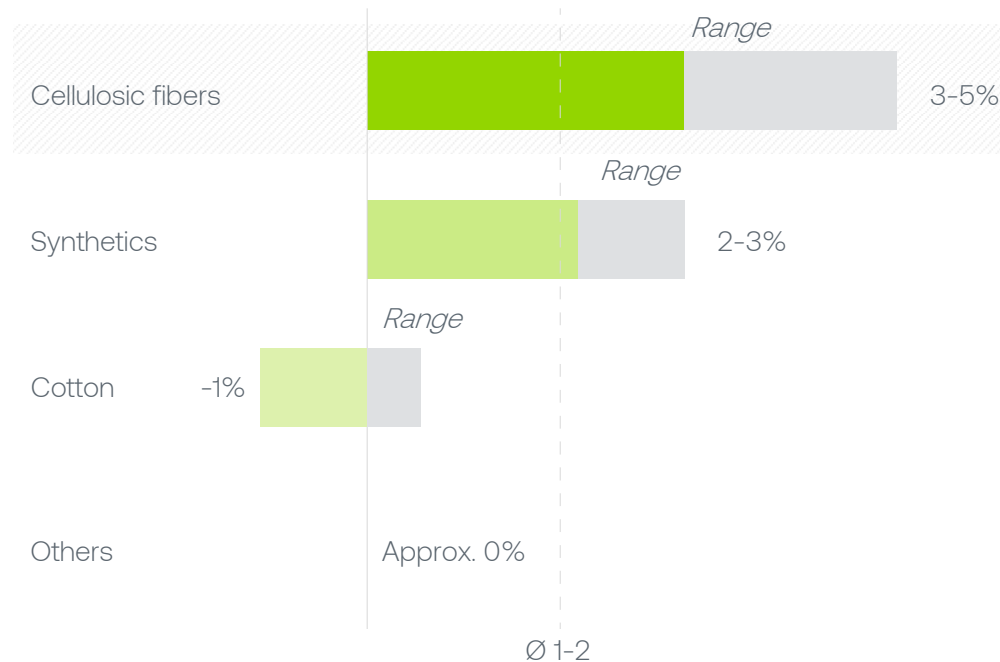
The opportunity



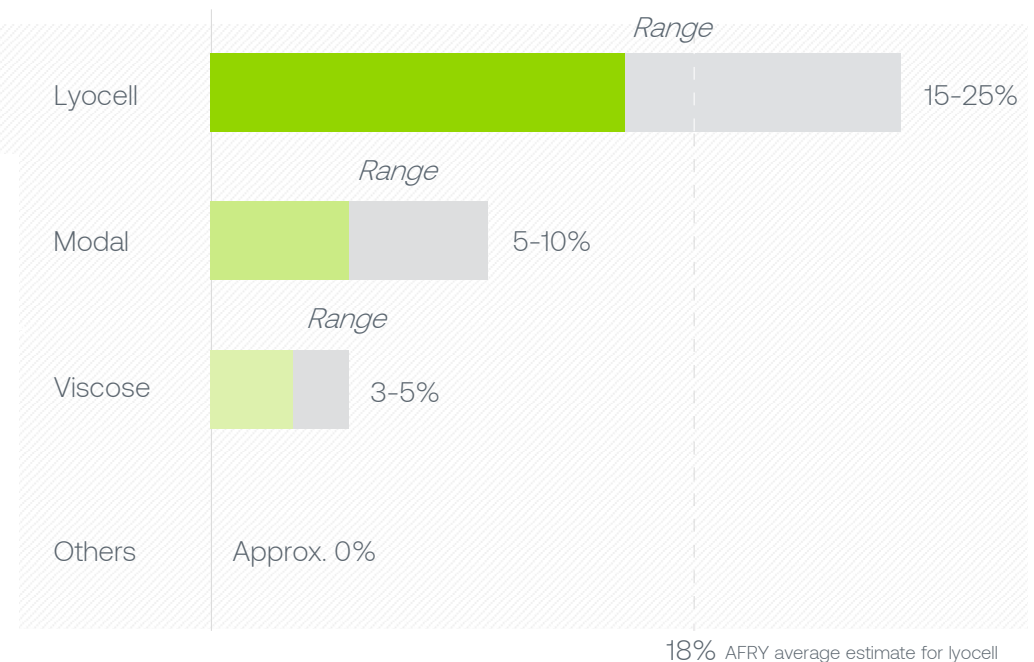
Leveraging on sustainability credentials, demand for Lyocell is expected to

Grow 18% p.a.
in the next 5-10 years

Growth by type of Fiber (CAGR %) 2020-30E and (Mt/a)



Source: AFRY.



18% AFRY average estimate for lyocell

→ PROJECT GALICIA

The opportunity

→ Lenzing's lyocell patents have only recently expired. MMCF capacity is expected to grow as demand pushes for available product

CURRENT AND FUTURE MMCF GRADE CAPACITY BY COMPANY

2020

2025

Company Capacity (kt/a)	Viscose	Lyocell	Viscose	Lyocell
RGE Group	1 695	25	3 060	525
Lenzing	785	260	785	660
Aditya Birla	984	16	1 023	53
Tangshan Sanyou	800	0	800	0
Aoyang Technology	440	0	440	0
Others	3 000	54	3 000	464
Total Capacity	7 705	355	9 289	1 702

Source: Company websites, China Chemical Fiber group, The Fiber Year, CelCo, AFRY analysis.



altri

2022

→ Investor Presentation