

PRESIDENT & CEO'S REVIEW

Charles Héaulmé, President & CEO

Annual General Meeting 2026

PURE NORDIC QUALITY



Agenda

Suominen today

Year 2025 in review

Full Potential Program

Outlook 2026

Q&A



SUOMINEN TODAY

Suominen has a strong global presence

- Production site
- Piloting facility
- Head office

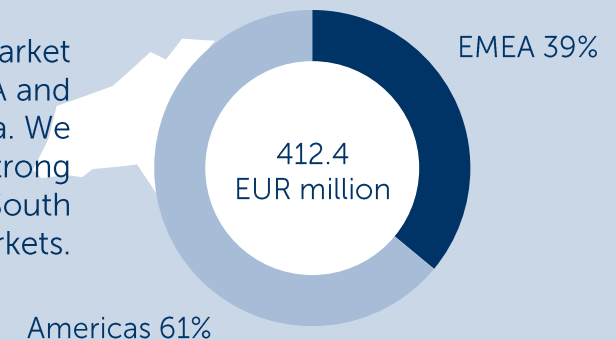


7
locations on
three continents

2
pilot lines

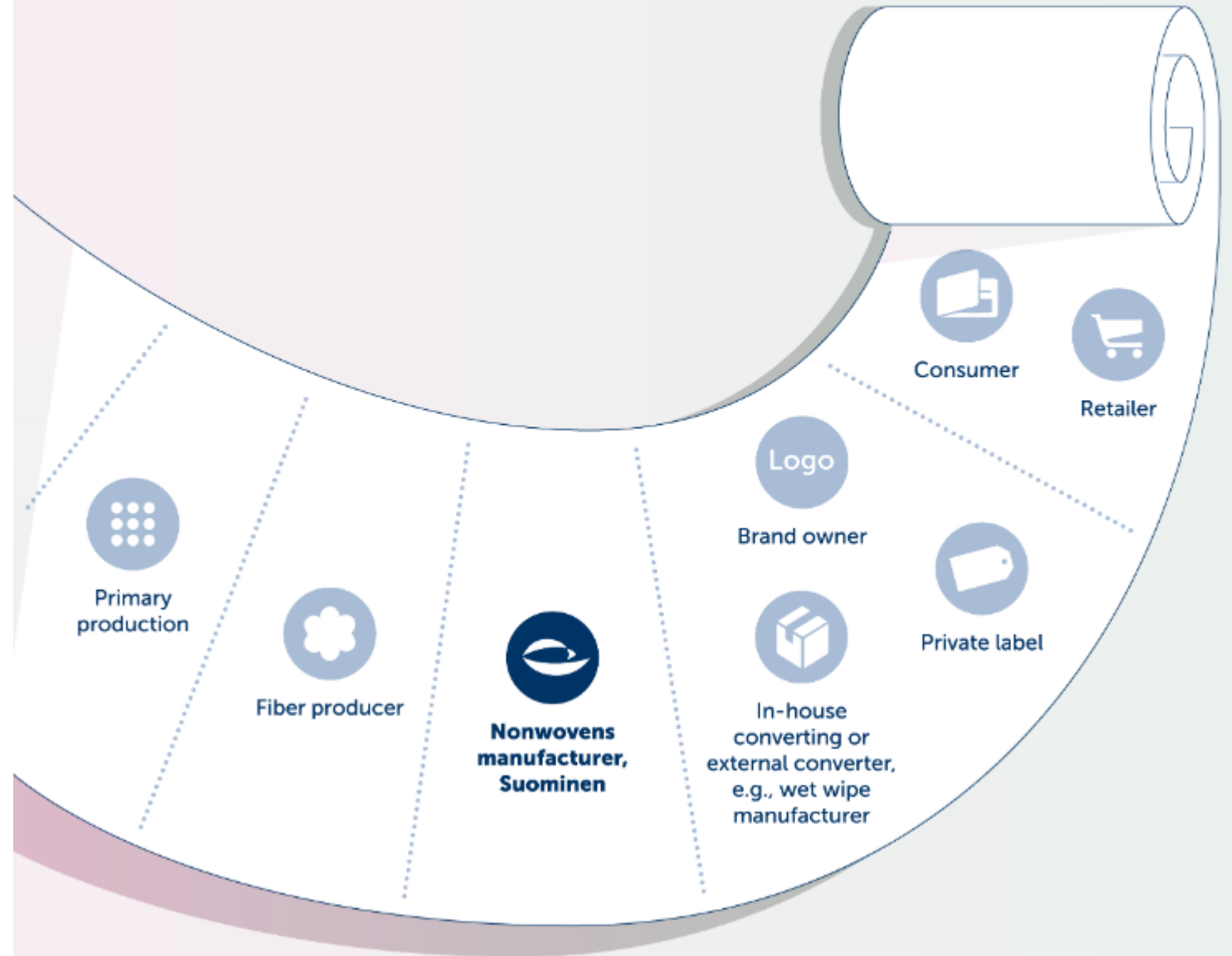
Net sales by business area
2025

Our main market areas are EMEA and North America. We also hold a strong position in the South American markets.



Suominen's position in the nonwovens value chain

Suominen is a nonwovens manufacturer operating in global markets. Suominen creates value by taking fiber raw materials and turning them into nonwovens that our customers convert into both consumer and professional end products.



Sustainability Agenda 2025–2030

People and safety

TARGET 2030

0 lost time accidents (LTA)

80% Diversity, equity & inclusion (DEI) index



RESULT 2025

2 lost time accidents (LTA)

69% Diversity, equity & inclusion (DEI) index



People and safety

We continue to strengthen our safety culture.

We promote human rights, equal opportunities for all employees, and building a high-performance culture.

Sustainable nonwovens



We innovate new sustainable nonwovens and support our customers in their commitment to sustainability.

Sustainable nonwovens

TARGET 2030

>2/3 of consumed raw materials are from plant-based resources

>50% of our new R&D initiatives focus on advancing the development of sustainable products



RESULT 2025

62% of consumed raw materials are from plant-based resources

50% of our new R&D initiatives focus on advancing the development of sustainable products

Low impact manufacturing

TARGET 2030

42% reduction in Scope 1 and 2, and

42% reduction in Scope 3 greenhouse gas emissions in line with the Paris Agreement 1.5°C goal

0 tons of nonwoven manufacturing waste to landfill



RESULT 2025

-11% Scope 1 and 2 total emissions (market-based)

The Scope 3 target will be specified and emission reductions will be reported in 2026

6,604 tons (43%) of nonwoven manufacturing waste to landfill



Low impact manufacturing

We commit to decreasing the environmental impacts of our operations and supply chain.

We promote responsible business practices and communicate transparently about our operations. Sustainability is the core principle of all our functions.

Corporate citizenship



Corporate citizenship

TARGET 2030

100% qualified raw material suppliers assessed against Suominen's sustainability criteria

100% of employees have completed Suominen's sustainability training program



RESULT 2025

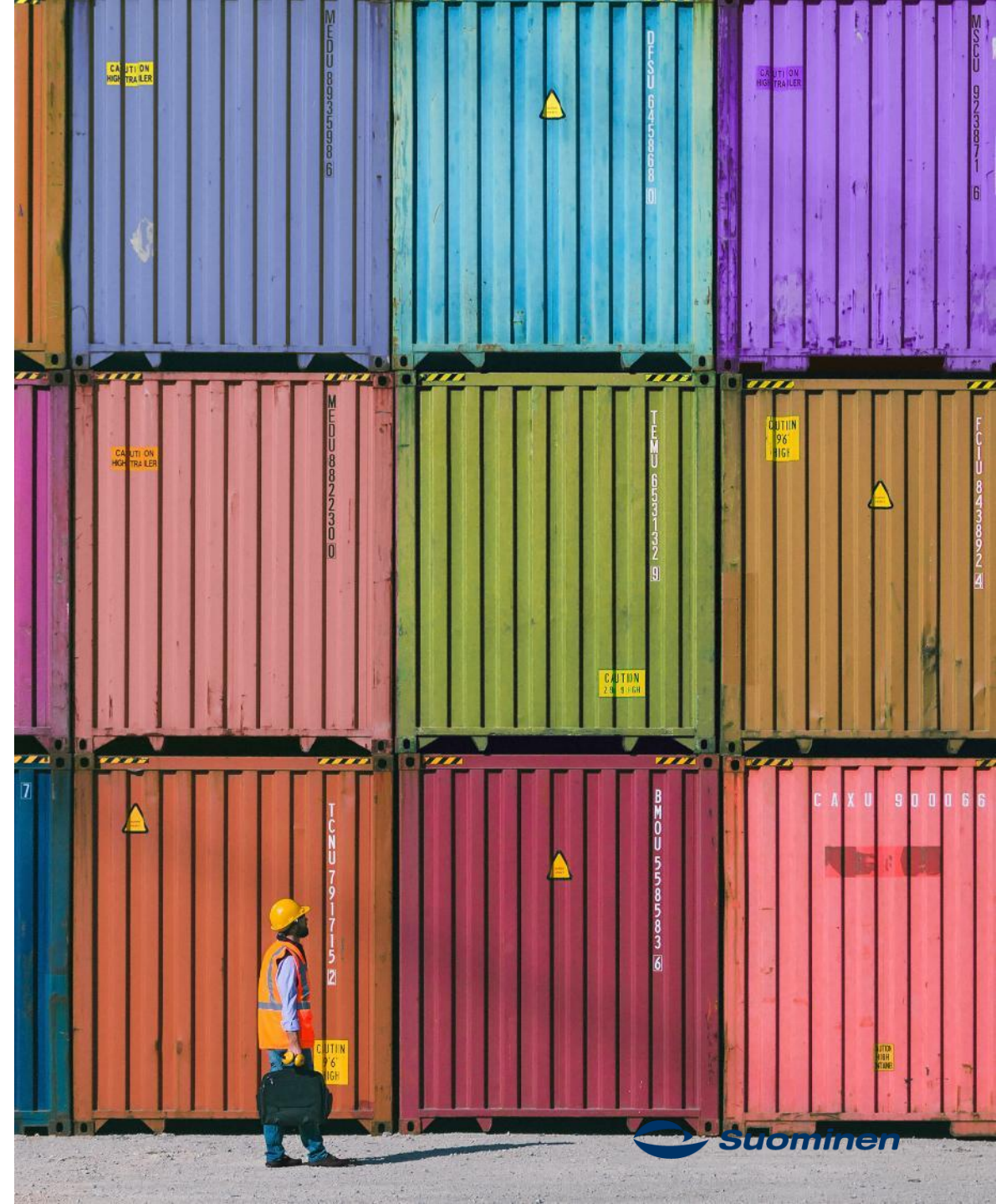
68% of qualified raw material suppliers have a valid EcoVadis scorecard or are assessed with Suominen Sustainability Questionnaire

N/A We will create a sustainability training program in 2026

FINANCIAL REVIEW 2025

Market disruption and geopolitical tensions in 2025

- Changes in trade policies caused supply chain disruptions, particularly in the first half of the year
- Increased imports of low-cost products heightened competition and put downward pressure on prices
- Demand for wipes and hygiene items stayed strong, with a growing shift toward plastic-free alternatives
- Moist toilet tissue experienced rapid growth, especially in the North American market



Year 2025 in brief: Unsatisfactory performance

- Investment projects in Alicante and Bethune progressed
- Cost-saving program initiated in Q2, expected to bring 10 MEUR benefit in 24 months
- Charles Héaulmé started as President & CEO on August 11
- Two incidents in US plants in Q3 affected sales and EBITDA in H2

Net sales in 2025, EUR million

412.4

Comparable EBITDA in 2025, EUR million

12.6

Gold rating in EcoVadis for second consecutive year

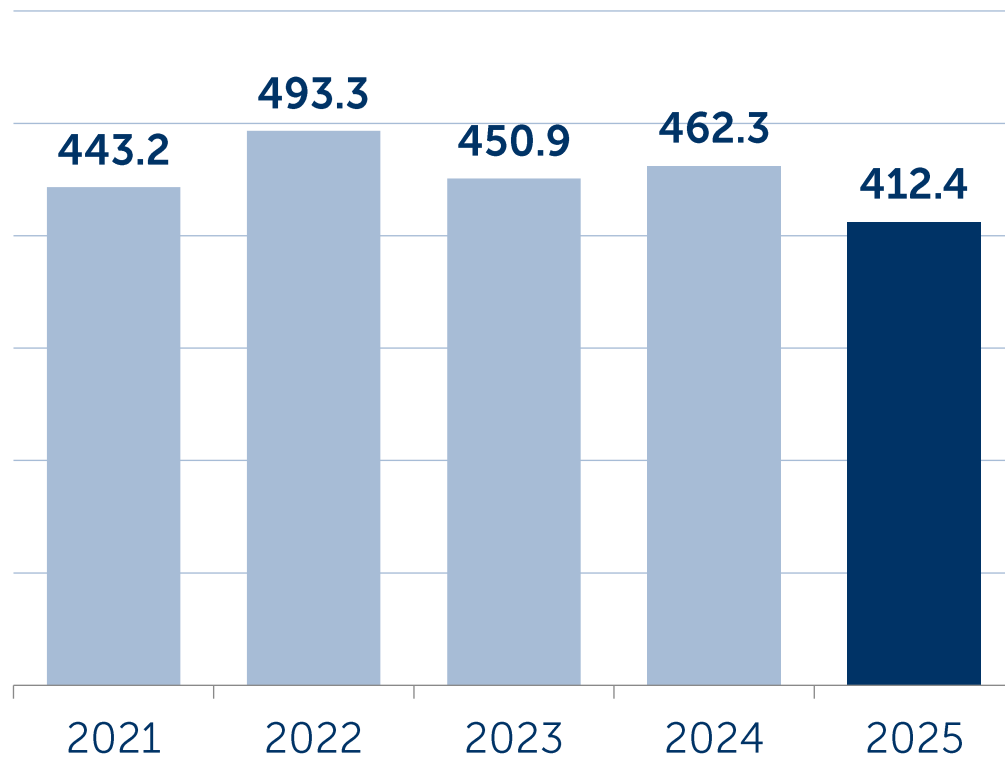


Share of new products of net sales is

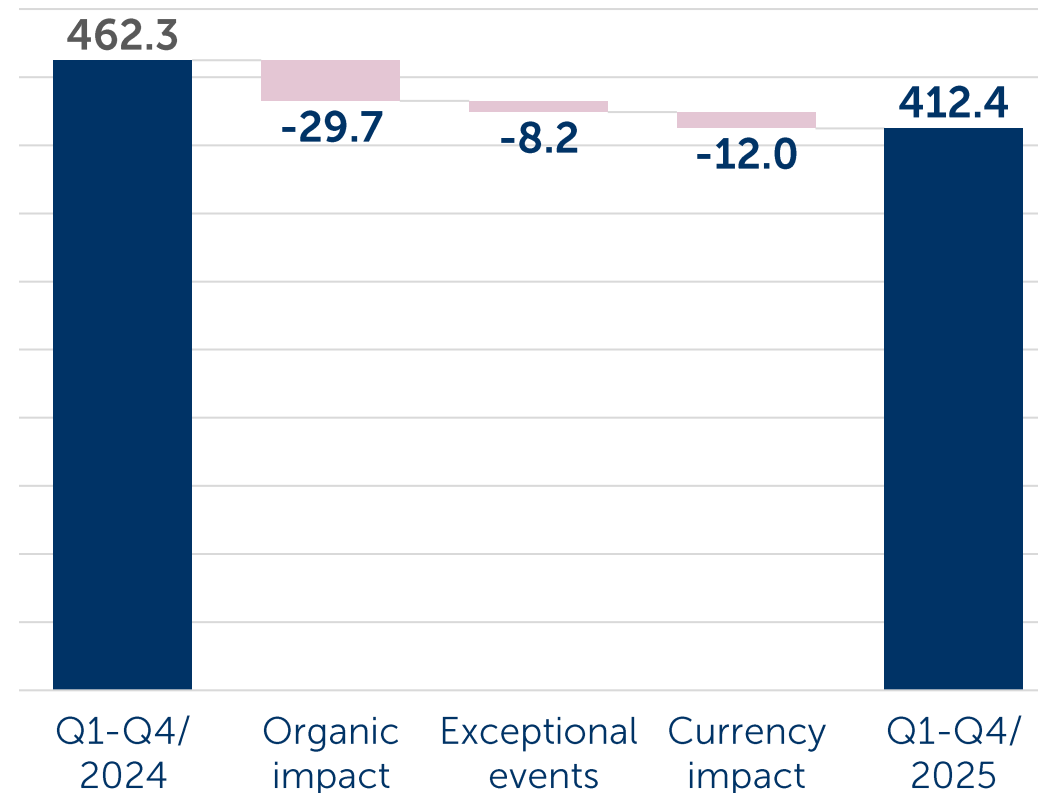
27%

2025 net sales decrease driven by lower volume, production incidents in two factories and currency impact

Net sales, EUR million

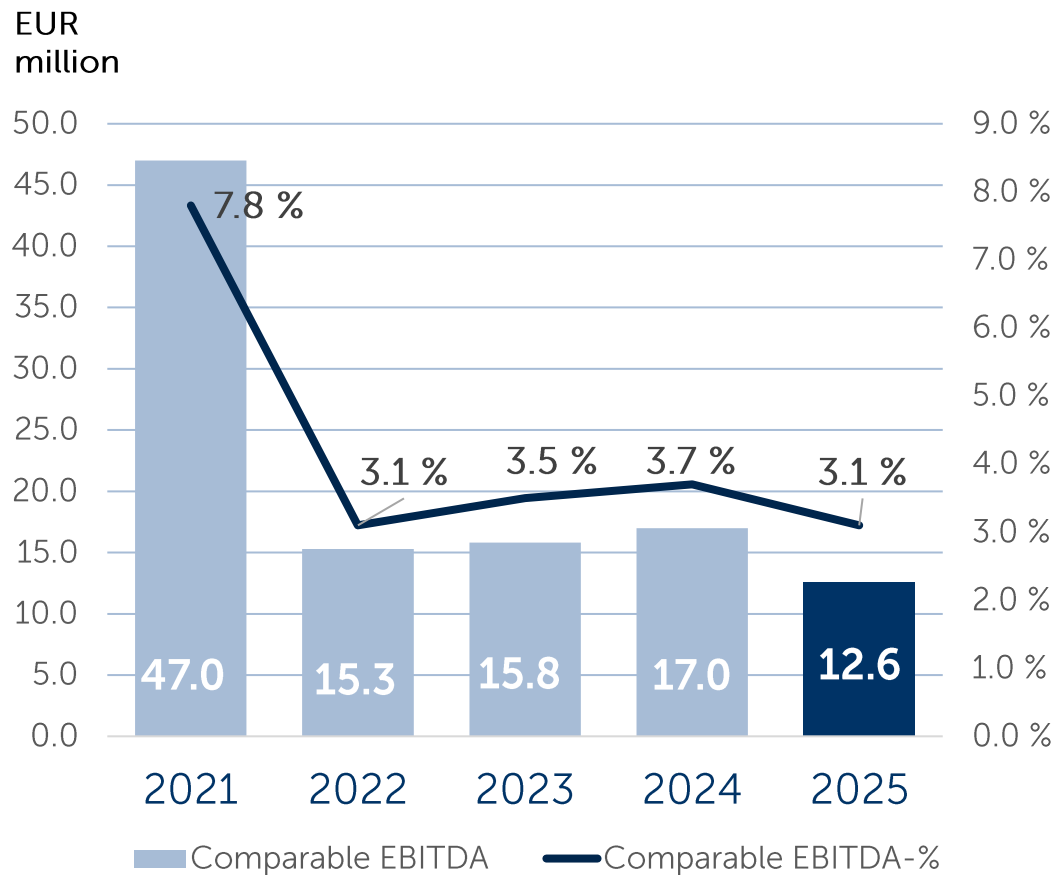


2025 vs. 2024, EUR million

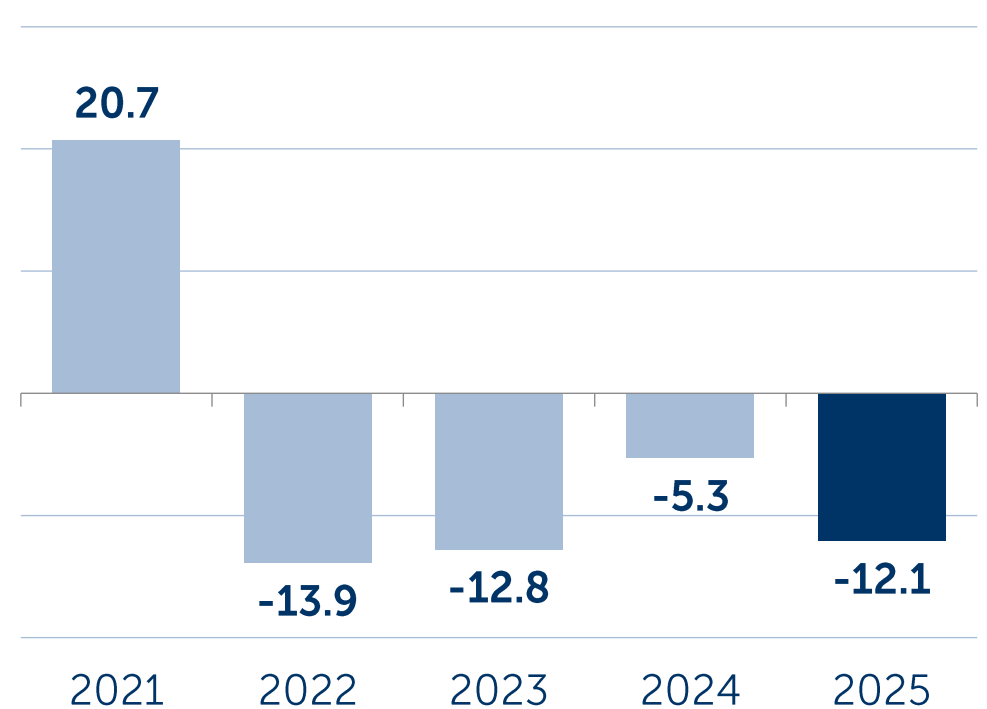


Lower volume and operational incidents affected the profitability

Comparable EBITDA

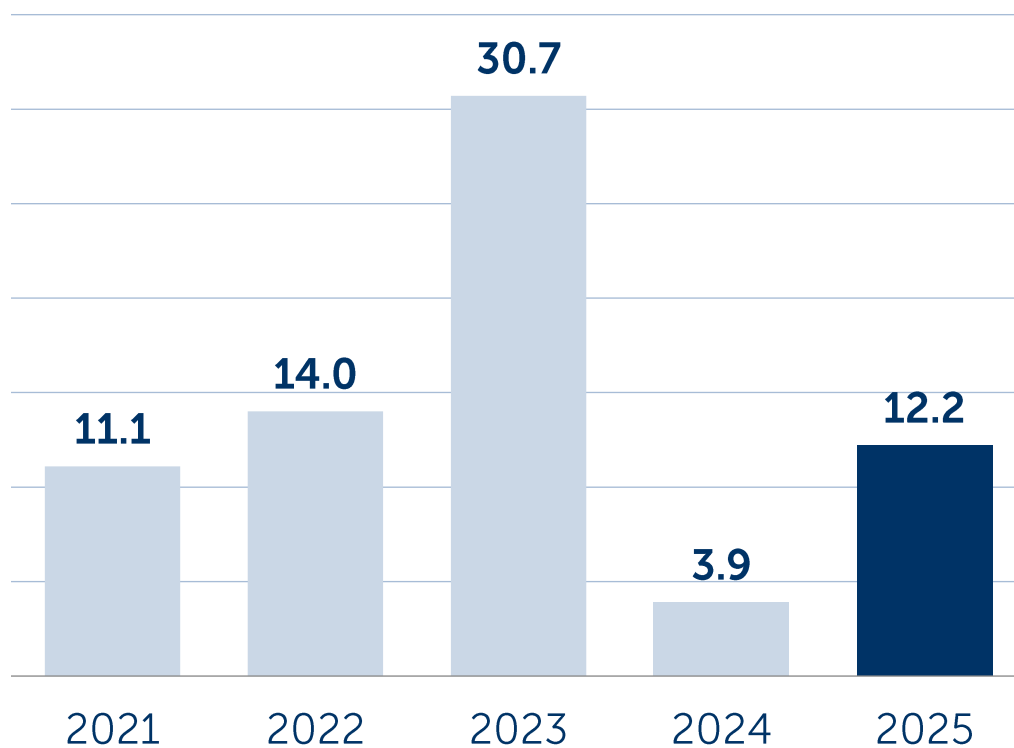


Profit for the period, EUR million

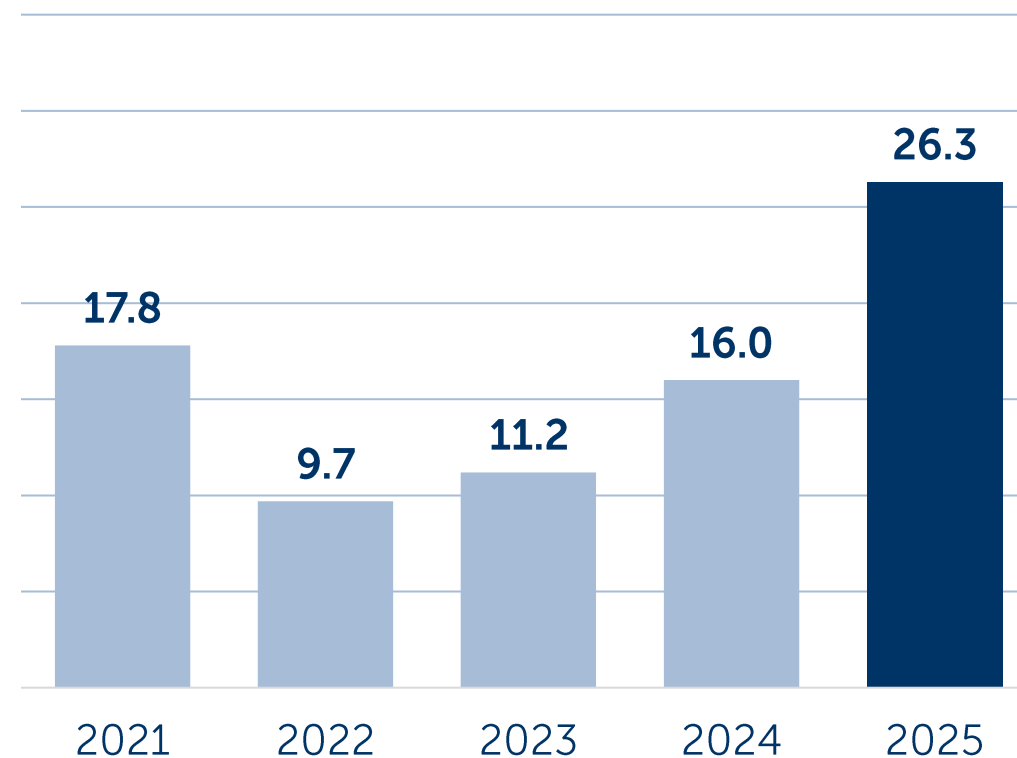


Investments increased in 2025 to install a second production line in Spain dedicated to plastic-free solutions

Cash flow from operations, EUR million



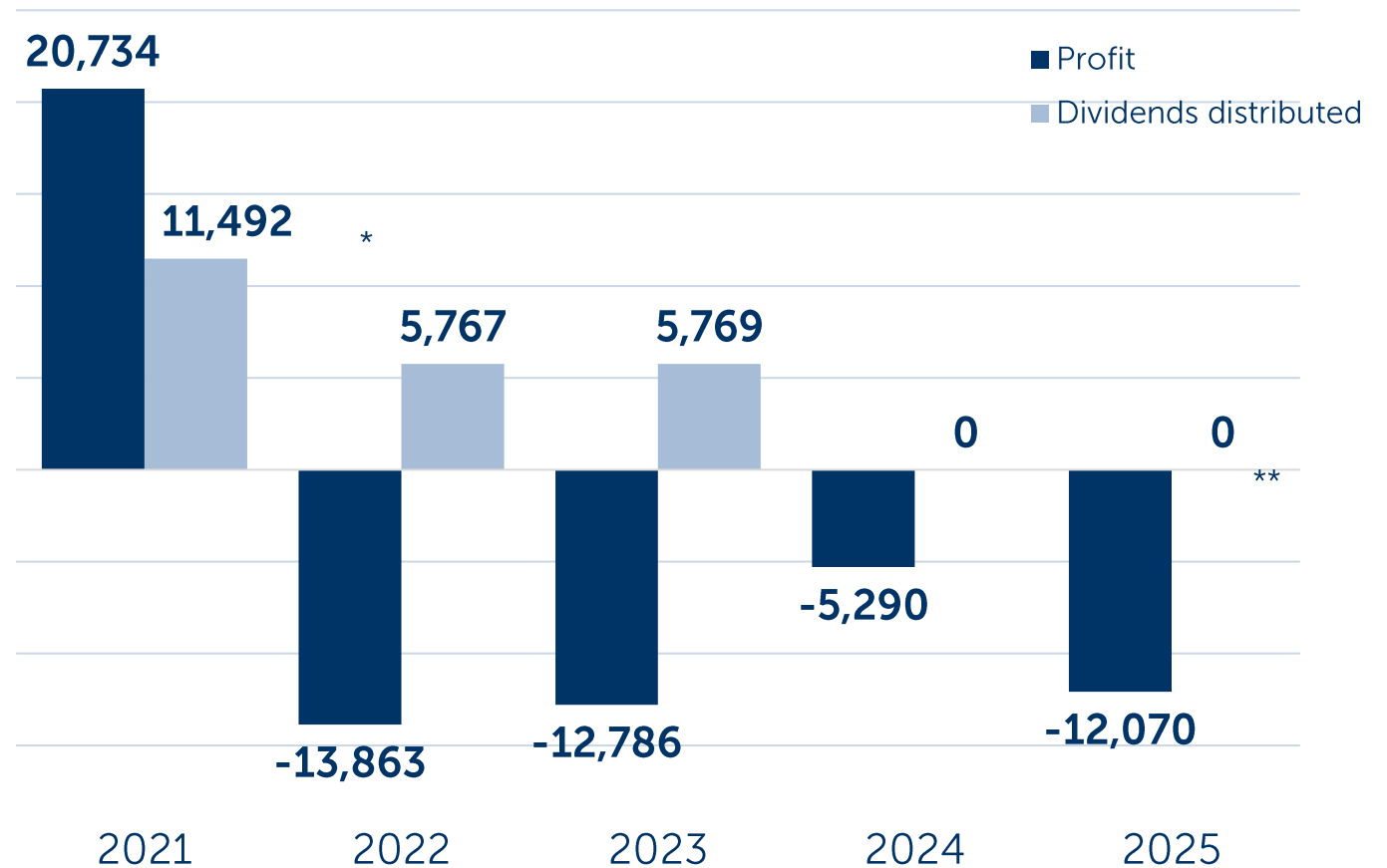
Capex, EUR million



Suominen as dividend payer

According to our dividend policy, Suominen's goal is to distribute at least 30% of the group's profit for the financial year as dividends each year.

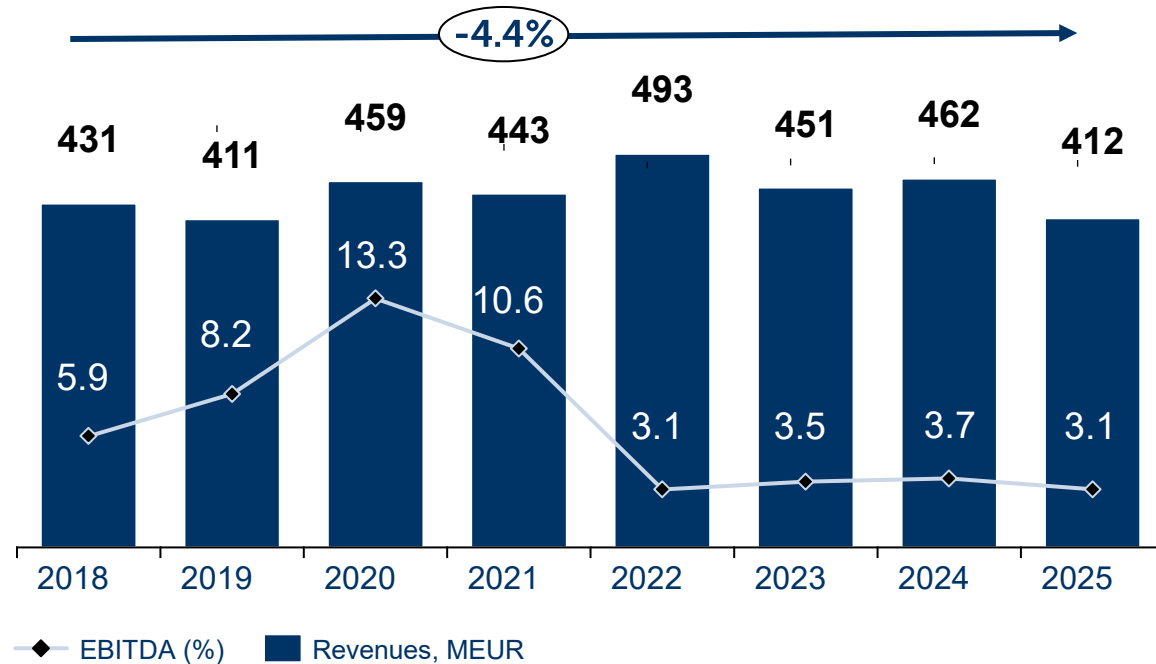
Profit and dividends distributed, EUR 1,000



FULL POTENTIAL PROGRAM

After years without growth and with significantly declining profitability, we must change the trajectory rapidly

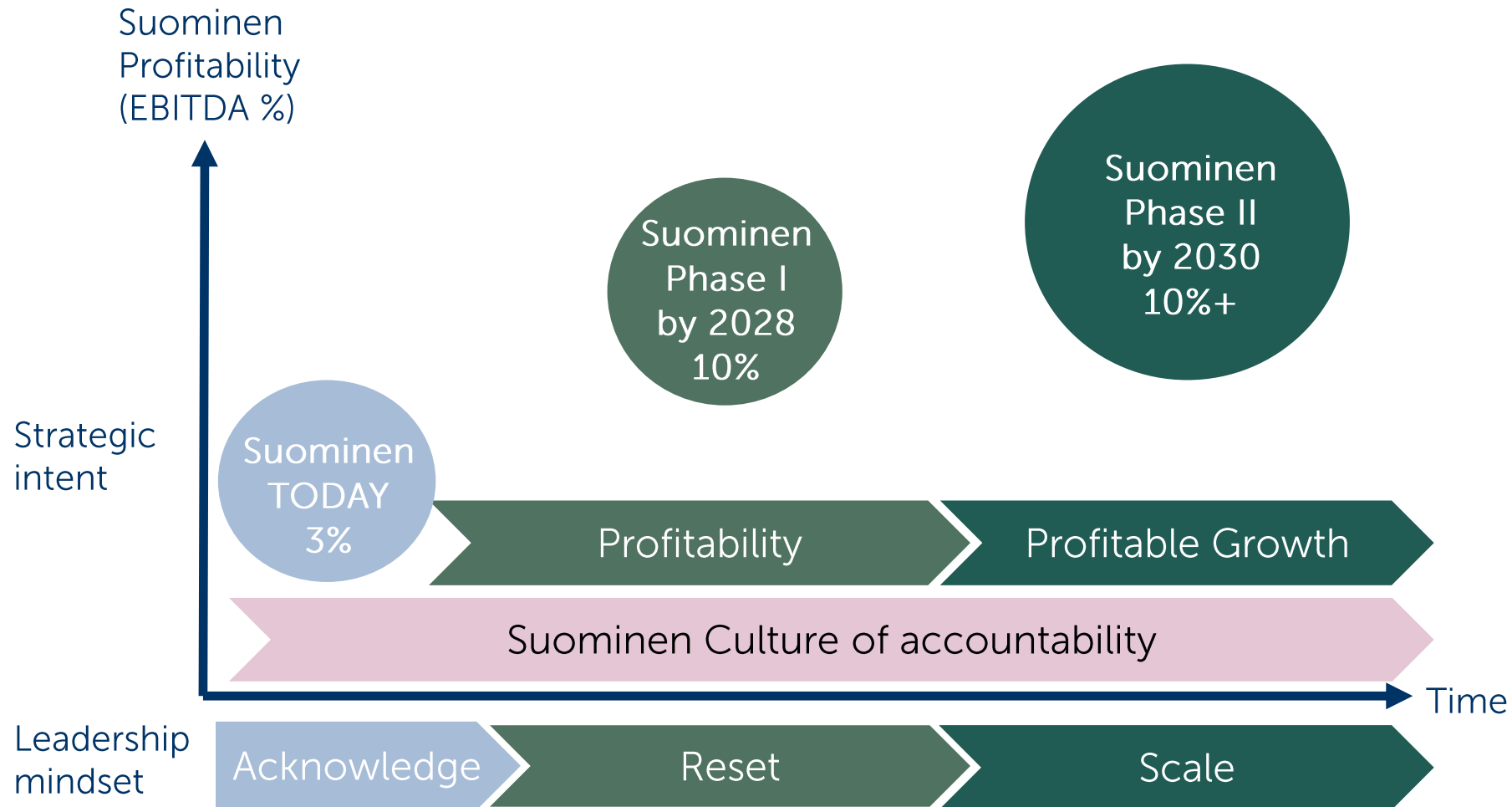
Sales decline and profitability significant drop



All stakeholders expect a turnaround

- Customers value Suominen as innovation and sustainability leader, but inconsistent production performance has limited growth
- Employees have strong will to contribute but engagement is drained by deteriorating business performance
- Shareholders suffer a historically low share price and no dividend

Our transformation focuses on resetting profitability, then we will scale the business. Culture of accountability is fundamental to win.



How success will look like by 2030...

- Zero-accident
- Quality leader and reliable for customers
- Profitable and growing
- Investing and innovating
- Sustainability leader
- Offering return to shareholders

Building the right Suominen to win requires three dimensions

Three dimensions will enable us building One Suominen to win:

- The right culture (behaviors)
- The right focus on priorities (strategy)
- The right operating model (organization)

The right culture: Suominen culture of accountability

Values

- ▶ Care
- ▶ Dare
- ▶ Win

The right focus on priorities

- ▶ Operations full potential
- ▶ Cost competitiveness
- ▶ Profitable Growth

The right operating model

- ▶ Driving expertise and effectiveness
- ▶ Driving Full Potential with operations and customers

We start executing our Full Potential Program from 2026 to deliver on 3-year objectives, tackling all areas without exception

Fixed costs and operating model

Direct and indirect supply savings

Production efficiency and output

Portfolio, pricing and business dev.

Culture of accountability

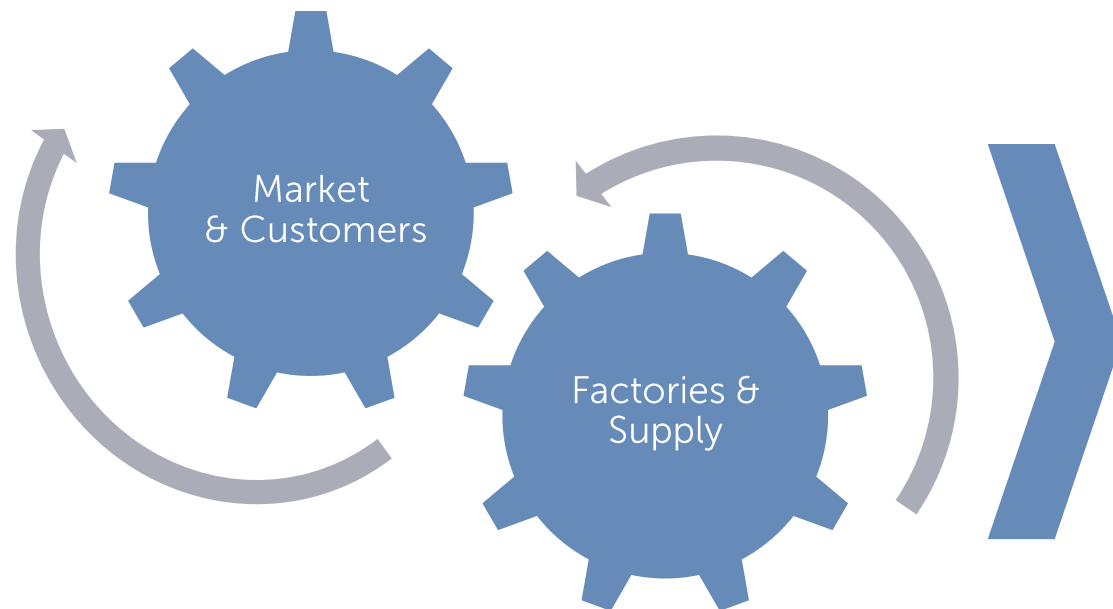
Employee engagement

Deliverables 2028

- ▶ Zero accident
- ▶ Growth with existing capacity
- ▶ From 3% to 10% EBITDA
- ▶ 2x-3x leverage (Net debt/EBITDA)
- ▶ 80% employee engagement

The right operating model: strengthening our organizational expertise and effectiveness

The engine of successful business management



From regional to functional organization to support Suominen's turnaround



SUOMINEN LEADERSHIP TEAM



Charles Héaulmé
President & CEO



Janne Silonsaari
CFO



Francois Guetat
COO



Markku Koivisto
Chief Commercial &
Technology Officer



Marika Väkiparta
Chief Strategy &
Transformation Officer and
Interim General Counsel



Minna Rouru
Chief People &
Communications Officer

Kimmo Raunio appointed Suominen CFO as of June 1, 2026, latest



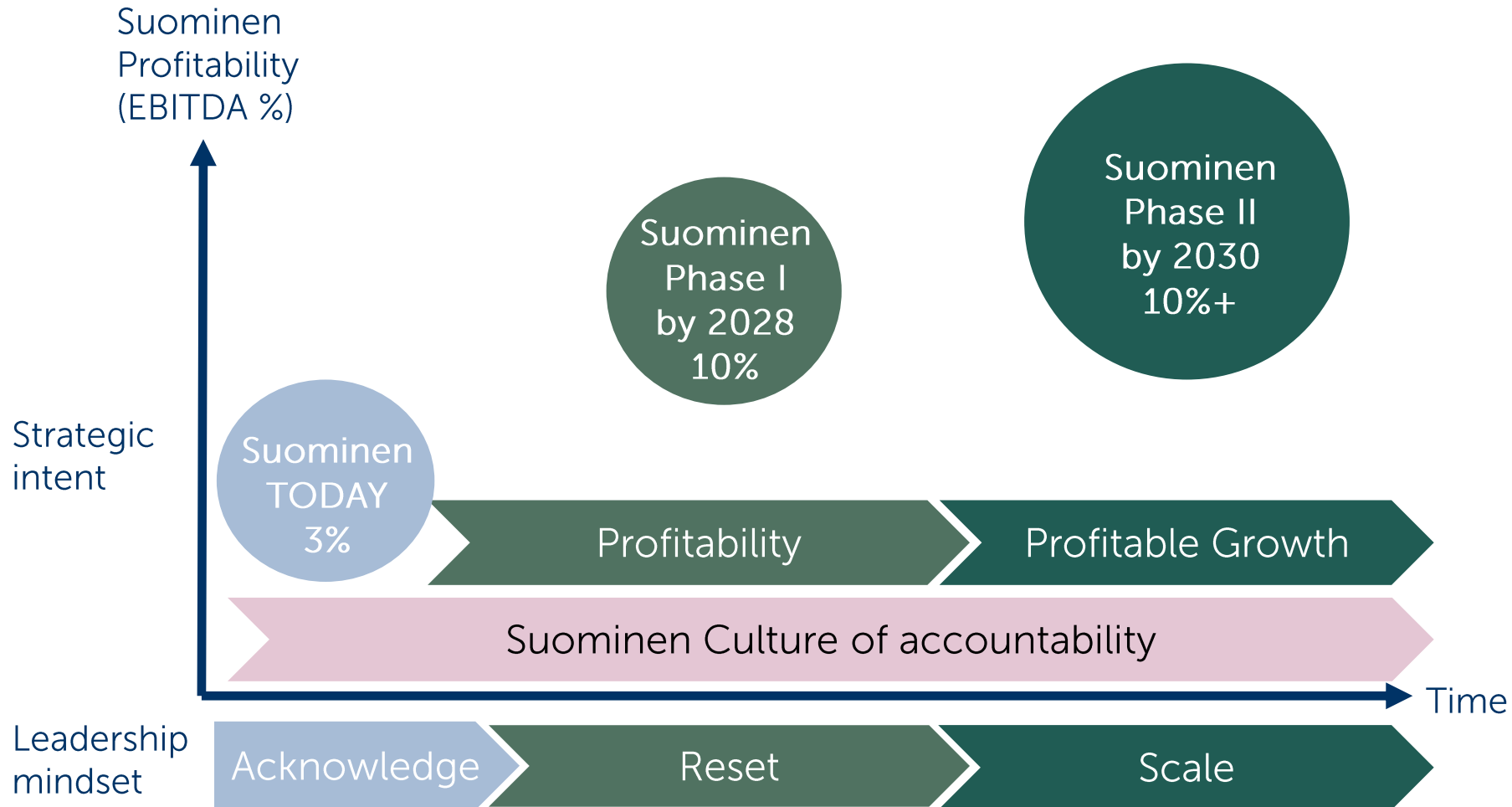
Suominen has appointed **Kimmo Raunio** (M. Sc. (Tech), Industrial Engineering and Management) as the CFO and member of Suominen Leadership latest as of June 1, 2026.

Until then, Suominen's CFO **Janne Silonsaari** will continue in his current role. He has decided to leave the company and will support in the transition until mid-June.

Kimmo Raunio has a strong track record in the industrial manufacturing sector and executive level experience of driving turnaround and productivity initiatives at both group and site levels.

He joins Suominen from Fortaco Group, where he has worked for 13 years in various finance roles, latest as CFO and Deputy CEO.

Our transformation focuses first on resetting profitability, then we will scale the business



While the short-term priority is resetting profitability, Suominen will also be establishing longer-term strategy and financial targets.

We plan to communicate these later during 2026, providing a clear direction for Suominen's future.

OUTLOOK

Trade uncertainties remain in a growing market

- Increased geopolitical tensions contribute to uncertainty regarding inflation and its impact on consumer spending.
- Potential changes in **trade policy** will remain a key factor influencing competitiveness.
- The **demand for wipes and hygiene products** is expected to stay strong, with a growing preference for plastic-free options.
- **Moist toilet tissue** is projected to continue its rapid growth, particularly in North America.





OUTLOOK FOR 2026

Suominen expects that its comparable EBITDA (earnings before interest, taxes, depreciation and amortization) in 2026 will improve from 2025.

In 2025, Suominen's comparable EBITDA was EUR 12.6 million.



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