INNOVATION IS A KEY DRIVER OF GROWTH
Capital Markets Day 2015
2015-11-12  |  Magnus Wikström, SVP Technology & Strategic Development
THE NORMAL WAY OF LOOKING AT INNOVATION IS A SCIENTIST IN A LAB …

The basics

- Project models
- Stage gate processes
- Screening criteria
- Upscaling facilities, i.e. pilot scale
AND YES THIS IS ALSO WHAT WE DO

In fact, we are rather good at it
The proportion of sales accounted for by new products

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>2014</td>
<td>14%</td>
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<tr>
<td>2015 Q3</td>
<td>19%</td>
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<tr>
<td>Target 2020</td>
<td>20%</td>
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A proven ability to drive inventions to innovations
AND WE DO INVEST MORE IN RADICAL MATERIAL DEVELOPMENT

- Establishing technology platforms
  - E.g. Microfibrillar cellulose, 3D formability, barriers, embedded functionalities, biocomposites

- Motive
  - Enhancing internal expertise
  - Designing external R&D network
  - Capacity run more parallel tracks
BUT INNOVATION IS MORE THAN THAT FOR US

Support and expand current business

Take on challenges with high potential to transform us as a company

WHAT IF WE COULD…
... EVEN FURTHER REDUCE THE ENVIRONMENTAL IMPACT OF 100 BILLION LIQUID PACKAGES!
OR HELP PEOPLE IN EVERYDAY LIFE BY OFFERING INTELLIGENT PACKAGES!
OR CHALLENGE THE CARBONATED DRINK MARKET* WITH A FIBRE-BASED BOTTLE

*The carbonated drink market accounts for more than 900 billion plastic bottles annually
THEN WE CONTINUE TO CHALLENGE CONVENTIONAL PACKAGING FOR A SUSTAINABLE FUTURE
INNOVATION IS A KEY DRIVER OF GROWTH
WE START FROM WHERE WE ALREADY HAVE A STRONG CAPABILITY TO INNOVATE, AND EXPAND INTO NEW DISCIPLINES

- Advanced production technologies
- New emerging technologies
- Sustainable material solutions

To support and expand current business
To take on challenges with high potential to transform us as a company