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TABLE OF CONTENTS

01  Overview
02  Market Update
03  Development
04  Appendix Key Data
THE NAVIGATOR COMPANY
an integrated producer

TISSUE

130,000 ton Reels; 120,000 ton Converting*

PAPER

1.6 M ton of UWF paper

ENERGY

2.5 TWh of electricity

FOREST

112,000 ha of forest (under management)

PULP

1.6 M ton of BEKP pulp (0.3 M market pulp)

R&D

Leader in Eucalyptus globulus cloning

(*total nominal capacity including new tissue mill in Cacia)
AT THE HEART OF EVERYTHING IS THE FOREST,
a natural and renewable resource

Navigator has the largest certified forest nurseries in Europe with capacity to produce 12 million plants/year

BIODIVERSITY
Forest management reconciles production with species conservation

RENOVATION
Around 3,000 ha are planted annually by Navigator

PROTECTION
€ 3 million invested/year in the prevention and support in combating forest fires

CERTIFICATION
Certified forest under:
Forest Stewardship Council (FSC®)
Programme for the Endorsement of Forest Certification (PEFC™)
AIMING TO BECOME A CARBON NEUTRAL COMPANY

Under the Paris Protocol and the National Roadmap for Carbon Neutrality, The Navigator Company undertakes, until 2035, to implement changes in its production processes in order to minimize the use of fossil fuels.

GOAL 1
100% of electrical energy production from renewable sources

GOAL 2
Reduce fossil fuel CO2 emissions with replacement of technologies

GOAL 3
Reduce 15% of specific energy consumption until 2025, with 2015 as reference year

GOAL 4
Carbon offsetting for unavoidable carbon emissions
Reduce the use of fossil fuels: Photovoltaic Solar Plants

After ATF (largest photovoltaic solar plant in an industrial setting in Portugal) NVG installed a new solar plant in Espirra

- **Installed capacity**: (ATF + Espirra)
  - 2.2 MW + 113kW
- **Solar Photovoltaic Panels**:
  - 8800 + 352
- **Electricity cost avoidance (Year)**: 264,000 € + 20,000€
- **CO2 avoidance (Year)**: (ATF)
  - 1140 tons of CO2 avoided year
The Navigator Company operates 4 industrial units on an international scale, using sophisticated technology.

**CACIA**
- Pulp (Market) – 350,000 tAD
- Tissue – 70,000 ton reels; 55,000 ton converting*

**FIGUEIRA DA FOZ**
- Pulp (Integrated) – 650,000 tAD
- Paper – 790,000 ton

**VI LA VELHA DE RÓDÃO**
- Tissue – 60,000 ton reels; 65,000 ton converting

**SETÚBAL**
- Pulp (Integrated) – 550,000 tAD
- Paper – 775,000 ton

(*total nominal capacity including new tissue mill in Cacia)
ONE OF PORTUGAL’S TRULY WORLD-CLASS COMPANIES

with a worldwide presence

Industrial Sites and European Subsidiaries:

North America:
- Capitola, Dallas, Mexico City and Norwalk

Asia:
- Dubai and Istanbul

Africa:
- Casablanca and Maputo

Business Areas:
- Research & Development, Agro-Forestry, Pulp Production and Sales, Paper Production and Sales, Tissue Production and Sales and Energy

R&D Units and Nurseries:
- RAIZ, Caniceira Nurseries, Espirra Nurseries, Ferreiras Nurseries and Luá-Gurué Nurseries
Revenues by division FY 2018*

- 74% Paper
- 10% Pulp stand alone
- 5% Tissue
- 10% Energy
- 1% Other

Revenues by geography FY 2018**

- 56% Rest of Europe
- 13% Africa
- 8% Middle East
- 9% North America
- 5% Rest of the World
- 9% Portugal

*Other sales include Pellets & forest; all energy sales are in Portugal

**Revenues by geography of pulp, paper and tissue

The Group exports around 91% of pulp, paper and tissue sales

WITH GLOBAL SALES TO 130 DIFFERENT COUNTRIES

Market pulp and paper sales accounted for over 83% of the Group’s revenues, which are distributed to a diversified customer base.
NAVISATOR IS THE LEADING MANUFACTURER of UWF paper in Europe

No1 in European UWF fine paper by capacity, with the largest and most modern mills

Uncoated woodfree (UWF) European mills

<table>
<thead>
<tr>
<th>Company</th>
<th>Capacity, 1000 ton/year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Navigator</td>
<td>1400</td>
</tr>
<tr>
<td>Mondi</td>
<td>1200</td>
</tr>
<tr>
<td>Sapa</td>
<td>1000</td>
</tr>
<tr>
<td>Clairefontaine</td>
<td>800</td>
</tr>
<tr>
<td>Fedrigoni</td>
<td>600</td>
</tr>
<tr>
<td>Arctic Paper</td>
<td>400</td>
</tr>
<tr>
<td>Sappi</td>
<td>200</td>
</tr>
</tbody>
</table>

European uncoated fine paper*

Main players

- Navigator Company: 31%
- Stora Enso: 19%
- Mondi: 16%
- UPM: 12%
- IP: 12%
- Other: 10%

*Excluding value-added products (ex.: carbonless papers, thermal papers, colorful papers, engineering papers, specialty papers, etc)
AND HAS VERY EFFICIENT COST STRUCTURE IN PAPER

One of Europe’s most efficient paper producers, with cash cost per ton on the left side of the industry cost curve.

An estimated 25% of the industry capacity is non-integrated – excluding specialties capacity.

Source: RISI; The Navigator Company
WITH A PRODUCT DIFFERENTIATION STRATEGY
based on the highest quality paper products and own brands

Product and brand differentiation strategy have skewed the Group’s product mix to the high end market, allowing up to 7% price premium advantage

<table>
<thead>
<tr>
<th></th>
<th>The Navigator Company*</th>
<th>Europe industry average**</th>
</tr>
</thead>
<tbody>
<tr>
<td>Premium products</td>
<td>54%</td>
<td>14%</td>
</tr>
<tr>
<td>Mill Brands</td>
<td>69%</td>
<td>20%</td>
</tr>
<tr>
<td>Sheets</td>
<td>75%</td>
<td>69%</td>
</tr>
<tr>
<td>Operating rates</td>
<td>100%</td>
<td>90%</td>
</tr>
</tbody>
</table>

The Navigator Company market share in Western Europe* (amongst Europeans producers)

- Premium: ~50%
- Reels: 12%
- Folio: 21%
- Cut-size: 22%
- Total: 19%

* Navigator sales to all markets
** Estimated industry average including Navigator

Source: The Navigator Company information 9M 2018; Euro-Graph; EMGE
PERMANENTLY FOCUSED ON OPERATIONAL EXCELLENCE
through cost reduction and efficiency - M2 program

Global 5 year target for 2016-2020: **€100 million**, of which **€64 million** already achieved in 2016, 2017 & 2018

**M2 program** estimated impact on EBITDA of **€ 20.8 million** YOY

99 new initiatives of cost reduction since the beginning of the year, with the following examples impacting **EBITDA**:

- **Reduction of softwood consumption (F.Foz):** € 2.5 million
- **New pile chips management system (F.Foz):** € 2 million
- **Overall logistics optimization (shipping/inland transportation):** € 2.2 million
CREATING INNOVATIVE PRODUCTS & TECHNOLOGIES

RAIZ & Inpactus project

A co-promotion R&D project between industry and academia.
A step forward to a green, global, sustainable and competitive bioeconomic environment in Portugal, based on eucalyptus pulp and paper industry!

- Researchers/Technicians: 180
- Research grants: 50
- Invited chairs: 2
- Total budget: 15.3M€
COMPARING VERY FAVOURABLY WITH ITS PEERS

Average for 2015-2018*: 17%

Source: The Navigator Company information H1 2018; Euro-Graph; EMGE
* Average includes Navigator
### Historical Dividend Payment and Share Price Evolution

<table>
<thead>
<tr>
<th>Year (payment)</th>
<th>Adjusted dividend yield</th>
<th>Total amount paid (million euros)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>12.3%</td>
<td>201.4</td>
</tr>
<tr>
<td>2014</td>
<td>12.3%</td>
<td>200.8</td>
</tr>
<tr>
<td>2015</td>
<td>14%</td>
<td>440.5</td>
</tr>
<tr>
<td>2016</td>
<td>11.6%</td>
<td>170.0</td>
</tr>
<tr>
<td>2017</td>
<td>10.7%</td>
<td>250.0</td>
</tr>
<tr>
<td>2018</td>
<td>6.6%</td>
<td>200.0</td>
</tr>
</tbody>
</table>
AND A STABLE SHAREHOLDER BASE

SHAREHOLDER DISTRIBUTION

- 69% Semapa Group
- 22% Institutional Investors
- 9% Retail Investors and Other Unidentified

FREE FLOAT

- 31%

GEOGRAPHICAL DISTRIBUTION OF INSTITUTIONAL SHAREHOLDERS (Free Float)

- 30% Portugal
- 18% USA + Canada
- 14% Spain
- 11% Rest of Europe
- 7% United Kingdom
- 5% Norway
- 5% Germany
- 1% Rest of the World
Pulp prices have been softening since the end of 2018, remaining at high levels.

**PIX Europe**

<table>
<thead>
<tr>
<th>Week</th>
<th>USD/ton</th>
<th>€/ton</th>
</tr>
</thead>
<tbody>
<tr>
<td>Av. 2016:</td>
<td>693 USD/ton</td>
<td>626 €/ton</td>
</tr>
<tr>
<td>Av. 2017:</td>
<td>826 USD/ton</td>
<td>729 €/ton</td>
</tr>
<tr>
<td>Av. 2018:</td>
<td>1038 USD/ton</td>
<td>880 €/ton</td>
</tr>
<tr>
<td>Last PIX (W52):</td>
<td>1024 USD/ton</td>
<td>897 €/ton</td>
</tr>
<tr>
<td>Last PIX (W9/2019):</td>
<td>986 USD/ton</td>
<td>866 €/ton</td>
</tr>
</tbody>
</table>

**YoY 2018 average price increase in BHKP:**

+26% in USD  
+21% in Euros
Global Market Situation

**Supply:**

- During 2018, the increase in pulp supply came from the ramp-up of new capacity (built in previous years); there are currently no significant new pulp capacity planned for 2019 and 2020.
- Supply was restricted by planned and unplanned production stoppages throughout the year.

**Demand:**

- **Demand was strong during most of 2018, namely for BHKP (+2.5% Est.), cooling down in Q4, mainly driven by slow down in China** (downtimes from paper and board producers and destocking effect from end-users).
- This led to lower pulp prices at the end of 2018.
- Recently, actions from pulp producers such as production curtailments and domestic stock increases contributed to a re-balance of pulp prices; specifically, actions taken by the current world pulp production leader, Suzano, have contributed to improve market stability.
**PULP TURNOVER IMPACTED BY REDUCTION IN VOLUME**

- **Pulp sales in volume of 253 kton**, 58 kton less YoY due to decreased availability of pulp:

  + **Start of the year with no pulp stocks available**
  
  + **Extensive downtime for planned maintenance at Setúbal pulp mill in Q1 and maintenance downtime and capacity increase in Figueira da Foz in Q2**, with the need to build up inventory
  
  + **Downtime due to Leslie hurricane in Figueira da Foz in Q4**

- Navigator’s **net price in 2018 increased** +24% YoY

- Sales mix improvement: increase in the weight of Decor and Special paper sales in Europe, **high contribution segments**, from 62% to 73% YOY
# PAPER DEMAND IN 2018

UWF REMAINS ONE OF THE BEST PERFORMING GRADE IN P&W PAPERS

<table>
<thead>
<tr>
<th>(M tons)</th>
<th>TOTAL</th>
<th>UNCOATED WOODFREE</th>
<th>COATED WOODFREE</th>
<th>UNCOATED MECHANICAL</th>
<th>COATED MECHANICAL (Inc. SuperCalendered)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>81.4</td>
<td>40.5</td>
<td>20.1</td>
<td>10.2</td>
<td>10.6</td>
</tr>
</tbody>
</table>

-3.6% YoY

-0.8%

-7.4%

-4.5%

-5.2%

Source: PPPC, The Navigator Company
Evolution of UWF European apparent consumption

CAGR for UWF consumption from 2009-2017: **-1.2%**

CAGR for UWF capacity from 2009-2017: **-1.5%**

Source: Euro-Graph; EMGE; RISI
UWF MARKET CONDITIONS

PULP PRICE
Hardwood pulp prices remained at high levels even after year-end softening; since the start of the year, pulp prices are showing signs of picking-up

DEMAND
UWF demand in 2018 was stronger in the US than in Europe; in the second half, demand rebounded in Europe namely in Cut-Size

BALANCE S/D
North American producers continue to close capacity; recent announcement from GP will take out of the market 8% capacity in NA

PRICE LEVEL
Paper prices increase announced by all producers for beginning January in Europe and for March in the US

ORDER BOOK
Order entry in the first month of January 2019 was 1.6% above 2018
Paper Benchmark has been gradually improving: 4 price increases during 2017, 4 price increases in 2018 and 1 price increase for January 2019

EUROPEAN MARKET PAPER PRICE - A4 B-COPY

Source: FOEX
NAVIGATOR PAPER PERFORMANCE IN FY 2018

- **UWF sales volume of 1.513 kton** (-65 kton YoY) with **product mix improvement**:
  + **Premium products** share up to 54% (+5 pp YoY; +47 kton)
  + **Mill brands** up to 69% (+7 pp YoY; +47 kton)

- Navigator led **4 paper price increases in Europe** (January, March, July & October) and implemented several increases in **International markets and in the US**

- Average sales price increased **8.5% YoY** in spite of FX negative impact (USD impacted ~30% of paper sales); with constant exchange rate price increase would have been around 10%
PULP AND PAPER DIFFERENT PRICE VOLATILITY

Index FOEX PIX (Europe)

A4 B-Copy: index for untotaed woodfree paper (80 g/m2)

BHKP: index for bleached harwood kraft pulp (eucalyptus or birch) - Gross Price
NON-INTEGRATED TISSUE BUSINESS IMPACTED BY PULP PRICE

- Overall tissue performance in 2018 impacted by the rise pulp prices (non-integrated capacity) and start-up of new tissue mill (which doubled the Group’s nominal tissue capacity)

- Global volume of tissue sold increased 14% YoY, while converted products grew by 27% already including converting sales from new mill

- **Average sales price 7.5% higher YoY** due to improvement in product mix (decreased weight of reels) and price increase; **Sales increased 23% to € 91million (vs. € 74 million 2017)**
## Full Year 2018

**2018: a record year for turnover, EBITDA and net profit**

- Lower volumes of pulp and UWF paper due to production stoppages
- Average price for pulp, paper & tissue improved and offset production loss
- Total Capex of 216 M€ with conclusion of expansion projects
- Strong generation of FCF of € 211 million

<table>
<thead>
<tr>
<th>In millions €</th>
<th>YEAR 2018</th>
<th>YEAR 2017</th>
<th>%CHANGE 18/17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turnover</td>
<td>1,692</td>
<td>1,637</td>
<td>3.3%</td>
</tr>
<tr>
<td>EBITDA</td>
<td>455</td>
<td>403</td>
<td>12.7%</td>
</tr>
<tr>
<td>EBITDA/SALES</td>
<td>26.9%</td>
<td>24.7%</td>
<td>2.2 pp</td>
</tr>
<tr>
<td>ROCE</td>
<td>16.2%</td>
<td>13.6%</td>
<td>2.6 pp</td>
</tr>
<tr>
<td>CAPEX</td>
<td>216.5</td>
<td>114.7</td>
<td>101.8</td>
</tr>
<tr>
<td>Net Debt/EBITDA</td>
<td>1.50</td>
<td>1.72</td>
<td>-0.22</td>
</tr>
</tbody>
</table>
FINANCIAL PERFORMANCE IN 2018: A RECORD YEAR

Showing consistent and strong financial growth in the last 10 years, Navigator recorded in 2018 record values for turnover and EBITDA.

Turnover in Million €.

EBITDA in Million €.

+49%  

+68%
2018 - EBITDA of 455 M€

Positive impact of pulp and paper prices in EBITDA
Price effect includes 25 M€ negative impact of FX

EBITDA

M€

R17  403,8

Price  135,7

Volume  -54,4

Costs  -27,2

Pellets, Anti-Dumping & Others*  -2,7

R18  455,2

* Others include change in biological assets (namely Mozambique)
Outlook for 2019

**PULP**

Prices should remain stable at a high level

**TISSUE**

Navigator successfully implemented a price increase announced for end 2018

Ramp-up of integrated tissue mill will bring additional volumes

**PAPER**

Stable outlook for UWF prices in 2019:

Navigator implemented another price increase in European markets in January and announced another one in the US for March

Order book remains solid

**OUTLOOK**

No foreseeable change in market conditions for pulp and paper in the near future and main concerns remain consequences of increasing trade tensions and impact on exchange rates

2019 challenges: increase volumes available for sale; higher costs for energy and wood
CAPEX OF € 216 MILLION in 2018 (VS. € 115 MILLION)

CAPEX OF € 216 MILLION in 2018

- Expansion/Development Capex: € 128.8 million
- Maintenance & recurring capex: € 81 million
- Regulatory Capex: € 6.5 million

*Includes Po3 + Tissue Cacia + Heavy Weights
ORGANIC DEVELOPMENT AND DIVERSIFICATION IN THE LAST GROWTH CYCLE

- New cycle includes: Tissue expansion, Pellets, Pulp expansion, Heavyweights paper
- Net Debt/EBITDA <= 2.0
- For 2019, Capex will include maintenance, regulatory and start-up investments
CACIA TISSUE PROJECT RECAP

**SUCCESSFUL BOOK-BUILDING OF NEW CLIENTS IN PORTUGAL, SPAIN, FRANCE AND UK**

**MAIN HIGHLIGHTS**

- Converting line started in May
- Start-up of reels production in September 2018 - currently in ramp-up phase
- 4 converting lines already ongoing: two Domestics, Industrial and Napkins

Navigator becomes the 3rd largest producer in Iberia with production capacity of 130 kton reels and 120 kton converting
Tissue

strong strategic rationale to double-down the business

Diversification of The Navigator Company’s portfolio
(potential to grow up to 15-20% of the Navigator’s sales in 2020-2025)

Synergies with our core business
(raw material Eucalyptus globulus)

Ability to develop a competitive advantage with pulp integration
(cost and quality advantage)

State-of-the-art technological solution
(The Navigator Company’s DNA)
TISSUE MAJOR STEPS

**2015**
**Acquisition of AMS**
(30 kton/year reels and 42 kton of converting)

**2016**
**Doubling of reels production capacity**
(reaching max. 60 kton/year) and increase converting capacity to 63 kton, improving contribution margin

**2017**
**Decision to invest in Cacia mill** (70 kton/year of reels and 55 kton of converting): € 120 million capex

**2018**
**Start-up of Cacia mill** in Q3 2018

**The Navigator Company total capacity to reach 130 kton/year of reels + 120 kton of converting**
# THE NEXT GENERATION OF TISSUE IN CACIA

<table>
<thead>
<tr>
<th>Configuration</th>
<th>Benefits</th>
<th>Uniqueness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capacity &gt; 55 kton/y</td>
<td>✓ Cost competitiveness</td>
<td>Only 28% of all tissue machines in Europe have a capacity &gt; 55 ktons p.a.</td>
</tr>
<tr>
<td>2 Layer Headbox (2LH)</td>
<td>✓ Softness and higher % of hardwood pulp</td>
<td>Only 19% of all machines in Europe have a “Two Layer Headbox” (2LH)</td>
</tr>
<tr>
<td>Shoe-press (SP)</td>
<td>✓ Bulk and energy savings</td>
<td>In Europe, only 13 machines (5%) have a “Shoe Press” (SP)</td>
</tr>
<tr>
<td>Pulp Integrated</td>
<td>✓ Cost competitiveness and better quality/softness</td>
<td>Only 3 mills are fully integrated in Europe (one of them is our VVR mill)</td>
</tr>
</tbody>
</table>

Pulp Integrated + 2LH + SP + Capacity > 55 kton/y: Next generation Cacia formula

World-class state-of-the-art technology: better product at a lower cost
**NAVI GATOR**

#3 PLAYER IN TISSUE IN IBERIA AFTER EXPANSION PROJECT

**Estimated converting production capacity in Iberian Peninsula (kton) 2018**

<table>
<thead>
<tr>
<th>Company</th>
<th>Production Capacity (2018)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Navigator</td>
<td>250</td>
</tr>
<tr>
<td>ICT</td>
<td>120</td>
</tr>
<tr>
<td>Goma Campz</td>
<td>120</td>
</tr>
<tr>
<td>Novo</td>
<td>105</td>
</tr>
<tr>
<td>Suavecel</td>
<td>100</td>
</tr>
<tr>
<td>Kimberly Clark</td>
<td>60</td>
</tr>
<tr>
<td>Coninen Paper</td>
<td>50</td>
</tr>
<tr>
<td>Solidel</td>
<td>50</td>
</tr>
<tr>
<td>Paper Prime</td>
<td>48</td>
</tr>
<tr>
<td>Pamplin</td>
<td>40</td>
</tr>
<tr>
<td>Lucart Group</td>
<td>36</td>
</tr>
<tr>
<td>Docena</td>
<td>35</td>
</tr>
<tr>
<td>Celulosa y Tissue SL</td>
<td>29</td>
</tr>
<tr>
<td>Isma 2000</td>
<td>20</td>
</tr>
<tr>
<td>Fajal</td>
<td>10</td>
</tr>
<tr>
<td>Productos Celulicos</td>
<td>10</td>
</tr>
<tr>
<td>LC paper 1981</td>
<td>7</td>
</tr>
<tr>
<td>TOTAL CONVERTING CAPACITY 2018</td>
<td><strong>390</strong></td>
</tr>
</tbody>
</table>
START-UP OF PULP EXPANSION AT F. FOZ

Project completed and ramping-up

Optimization Project 3
Ecoefficiency:

Total CAPEX of € 82 million

MAIN GOALS

Increase the annual pulp production from 580,000 to 650,000 tAD

Increase the efficiency of pulp process

Reduce wood and chemicals specific consumption

Implementation of BAT (ex: O₂ delign)

Environmental advantage for flue gas and liquid effluent emissions

Collection and burning of diluted odorous gases
Mozambique Project

Strategic Rationale

Growth opportunity driven by increased demand in Asia and worldwide supply limitations

Attractive fundamentals of Mozambique:
- High productivity
- Proximity to Asia
- Very low cost of land

Geographic diversification within a core business of The Navigator Company

Project Phases

Phase 1: Woodchip Mill
- Investment: USD 260 M
- Start-up in 2023
- 40,000 ha planted area

Phase 2: Pulp Mill
- Investment: USD 2.5 B
- Start-up in 2030
- 8,000 new job opportunities
Mozambique project

Impact of Social Program

Securing families well-being
Securing food and generating income to 5800 families

40 Million invested
In the Social Program

160 employees
90% Mozambicans

Increase household income
Decreasing the poverty rate between 2015 - 2017 in the provinces of Zambezi & Manica

30 new water holes
Securing access to potable water in the communities

2000 km of new roads and rural tracks
Allowing better access to public transportation & medical healthcare

1000 families received solar lamps
Can also be used to charge devices, allowing children to study more hours
FOCUSED ON BUILDING THE FUTURE BIO-ECONOMY

- RAIZ & Inpactus project

Plantation trees
Forestry residues

1 tonne wood

Biorefinery

Chemicals & energy recovery (combustion)

Biomass deconstruction & separation processes

Pulping By-products

Biomass components

Pulp Fibers

Paper

Tissue

Market pulp

Heat and electricity

Biochemicals
Bioproducts
Biomaterials

Examples of bioproducts from biorefinery

- Essential oils
- Sugars for bioethanol and bioplastics
- Thermoplastic bio composites
- Lignin-based foams for thermo insulation
- Bacterial cellulose for biomedical applications
- Nanocellulose for paper coating and food additives
Exploring new opportunities with natural resources

Eucalyptus essential oils project

Forest & Extraction Company

Expected conclusion: 2019

Eucalyptus’ leaves → Biorefinery → Distribution and Sales

Capex: 5M€

547 M€ Market
8.7% CAGR
Contributing to alternative energy solutions

Bio-ethanol project

- Advanced Bio-fuels from Eucalyptus Biomass
- 16% CAGR Market
- 20 M€ Capex
- Expected conclusion: 2020/2021
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>01</th>
<th>02</th>
<th>03</th>
<th>04</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overview</td>
<td>Market Update</td>
<td>Development</td>
<td>Appendix Key Data</td>
</tr>
</tbody>
</table>
### Financial Figures and Ratios for 2012-2018

<table>
<thead>
<tr>
<th>Million euros</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total sales</td>
<td>1,501.6</td>
<td>1,530.6</td>
<td>1,542.3</td>
<td>1,628.0</td>
<td>1,577.4</td>
<td>1,636.8</td>
<td>1,691.6</td>
</tr>
<tr>
<td>EBITDA</td>
<td>385.4</td>
<td>350.5</td>
<td>328.4</td>
<td>390.0</td>
<td>397.4</td>
<td>403.8</td>
<td>455.2</td>
</tr>
<tr>
<td>Operating earnings (EBIT)</td>
<td>286.2</td>
<td>233.7</td>
<td>218.3</td>
<td>282.9</td>
<td>230.4</td>
<td>255.0</td>
<td>303.2</td>
</tr>
<tr>
<td>Financial earnings</td>
<td>-16.3</td>
<td>-14.1</td>
<td>-34.2</td>
<td>-50.3</td>
<td>-20.8</td>
<td>-7.7</td>
<td>-22.5</td>
</tr>
<tr>
<td>Net Profit</td>
<td>211.2</td>
<td>210.0</td>
<td>181.5</td>
<td>196.4</td>
<td>217.5</td>
<td>207.8</td>
<td>225.1</td>
</tr>
<tr>
<td>Cash Flow</td>
<td>310.4</td>
<td>326.8</td>
<td>291.6</td>
<td>303.6</td>
<td>384.6</td>
<td>356.6</td>
<td>377.2</td>
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<tr>
<td>Investment</td>
<td>30.1</td>
<td>16.9</td>
<td>50.3</td>
<td>148.5</td>
<td>138.6</td>
<td>114.7</td>
<td>216.5</td>
</tr>
<tr>
<td>Net debt</td>
<td>363.6</td>
<td>307.1</td>
<td>273.6</td>
<td>654.5</td>
<td>640.7</td>
<td>692.7</td>
<td>683</td>
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</table>

<table>
<thead>
<tr>
<th>Million euros</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>EBITDA/ Sales (%)</td>
<td>25.7%</td>
<td>22.9%</td>
<td>21.3%</td>
<td>24.0%</td>
<td>25.2%</td>
<td>24.7%</td>
<td>26.9%</td>
</tr>
<tr>
<td>ROS (%)</td>
<td>14.1%</td>
<td>13.7%</td>
<td>11.8%</td>
<td>12.1%</td>
<td>13.8%</td>
<td>12.7%</td>
<td>13.3%</td>
</tr>
<tr>
<td>ROE (%)</td>
<td>14.3%</td>
<td>14.2%</td>
<td>12.4%</td>
<td>14.7%</td>
<td>17.8%</td>
<td>17.2%</td>
<td>19.0%</td>
</tr>
<tr>
<td>ROCE (%)</td>
<td>15.1%</td>
<td>12.9%</td>
<td>12.4%</td>
<td>15.7%</td>
<td>12.3%</td>
<td>13.6%</td>
<td>16.2%</td>
</tr>
<tr>
<td>Equity to assets ratio (%)</td>
<td>54.4%</td>
<td>52.5%</td>
<td>53.7%</td>
<td>50.0%</td>
<td>51.2%</td>
<td>48.6%</td>
<td>46.5%</td>
</tr>
<tr>
<td>Net debt/ EBITDA</td>
<td>0.9</td>
<td>0.9</td>
<td>0.8</td>
<td>1.7</td>
<td>1.6</td>
<td>1.7</td>
<td>1.50</td>
</tr>
</tbody>
</table>
CONSERVATIVE DEBT PROFILE

Taking advantage of favorable market conditions, Navigator is renegotiating debt maturing in 2020, seeking to diversify sources of funds and to extend average tenure.

Debt maturity profile

Total debt: € 765 million
Average maturity: 2.6 years

Current Average Cost of Debt
(December 2018):
1.60%

Current Credit Profile

Standard & Poors: BB
Moody’s: Ba2

Debt Rate Profile
(December 2018):

<table>
<thead>
<tr>
<th>Fixed</th>
<th>Variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>68%</td>
<td>32%</td>
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