

## Asko Hyttinen

### Major strategic assignments in the industry

During his career in the Paper and Forest industry Mr. Hyttinen had several strategic assignments like:

- Strategic plan for consolidation of publication paper businesses in Europe (2009-2010).
- Creation and Corporate lead of operations improvement process in Stora Enso Group in all major business areas including internal and external benchmarking, annual target setting and rewarding. Identification of key performance gaps and opportunities. Enhancement of six sigma practices for operations improvement. Outsourcing of maintenance operations in Finland to ABB (2008-2009).
- Leader for operational due diligence of New Page, related to divestment of Stora Enso North America (SENA) to Cerberus Capital (2007).
- Creation of Joint Venture structure and negotiations with oil company Neste Oil for wood based biodiesel including a plan for funding and design of a mill integrated pilot plant on a mill site (2006-2007).
- Corporate planning for Stora Enso's future product portfolio related to paper, packaging, pulp and wood products. Feasibility studies and screening of major investment projects in emerging markets Brazil, Uruguay, Russia and China. Decision making process for power plant investments in Belgium, Germany and Poland (2006-2007).
- Restructuring of a \$2 billion regional division. Leadership of Profit Enhancement Program of SENA - including closures of production lines, capital investments of \$300 million, streamlining of product portfolio and downsizing of personnel by 35% (2002-2006).
- Chairman of the SENA Investment Committee. Steering of the annual capex allocation of around \$100 million, project planning and implementation (2000-2006).
- Search, evaluation and screening of add-on M&A targets in paper, packaging and pulp businesses in North America (2000-2002).
- SENA, Member of the Merger Operations Team, responsible for operations and mills, related to Consolidated Papers acquisition and merger integration (2000).
- Member of the Corporate Investment Committee. Corporate strategy member of the global committee for investment approval and annual capex allocation of around \$0.5 - 1 billion (1997-2005).
- Evaluation and due diligence of several M&A targets in Europe, Asia and North America (1998-2000).
- Manager of the global fiber strategy team of Stora Enso Group (1998-2000).
- Corporate strategy manager for the newly merged company Stora Enso. Strategy formulation for the Board, partly based on the previous strategies both from Enso and Stora (1998-1999).
- Enso team lead of M&A process and antitrust negotiations in EU, Brussels related to the merger preparation of Enso and Stora (1998).
- Team member in due diligence of a JV partner Advance Agro, a major fine paper producer in Thailand (1998).
- Member of the product portfolio strategy team of Miramichi, Canada and Kimberly, USA coated paper mills of Repap Enterprises (1994-1997).
- Design and feasibility study for major rebuilds of Stora Feldmuehle Kabel coated paper mill production lines PM4 and PM5 (1993-1994).
- Product portfolio optimization for Kymmene Corporation's paper business in Europe (1990-1993).
- Kymmene Corporation, Kaukas paper mill expansion and start of double coated (MWC) paper production (1989).
- Poyry project manager and start-up of Kaukas PM2 production line (1981).
- Poyry process engineering, several major paper mill investment projects in Finland, Sweden, Norway, Tanzania, Austria (1979-1983).