



ACCELERATING OUR TRANSFORMATION FOR CONTINUED VALUE GROWTH

Capital Markets Day 2015 – Business Area Containerboard
2015-11-12 | Lennart Eberleh, SVP Business Area Containerboard



MORE OPPORTUNITIES FOR VALUE GROWTH UP THE VALUE CHAIN



ELEMENTS FOR CONTINUOUS VALUE GROWTH



Strong product portfolio



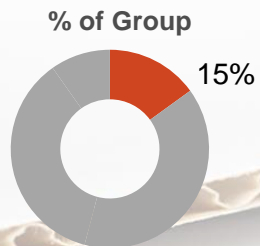
Integrating new business model



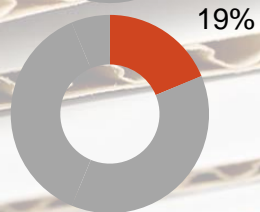
Focusing on brand owners in attractive markets



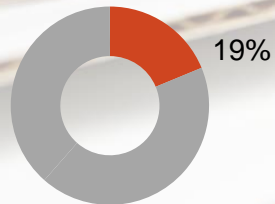
CONTAINERBOARD IN BRIEF



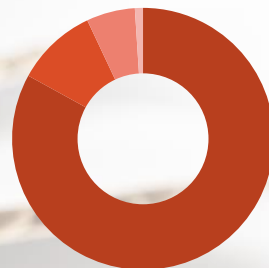
NET SALES
MSEK
3 265



EBIT
MSEK
511



SALES VOLUME
kTON
508



SALES BY MARKET SEGMENT

- Food & Beverages, 83%
- Consumer & Luxury goods, 10%
- Industrial, 6%
- Medical & Hygiene, 1%

SALES PER REGION

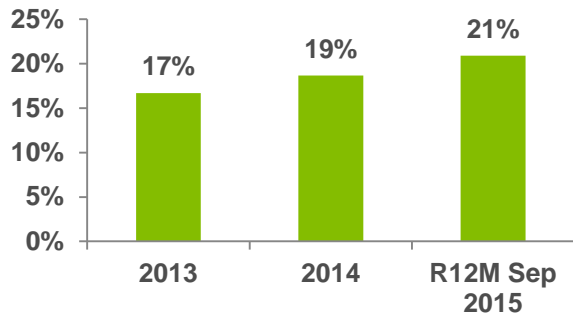
- Europe 76%
- Asia 12%
- Africa 6%
- South America 1%
- Other 5%





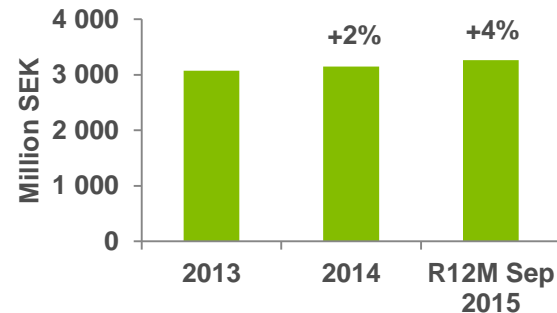
DELIVERING ON OUR VALUE GROWTH STRATEGY

EBITDA margin

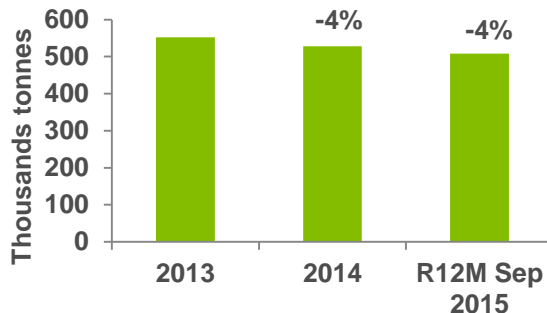


Value growth
2-4%
CAGR

Net sales



Sales volume





COMBINING MATERIALS AND SOLUTIONS

Global provider of market-leading virgin fibre fluting and liner



90% of sales

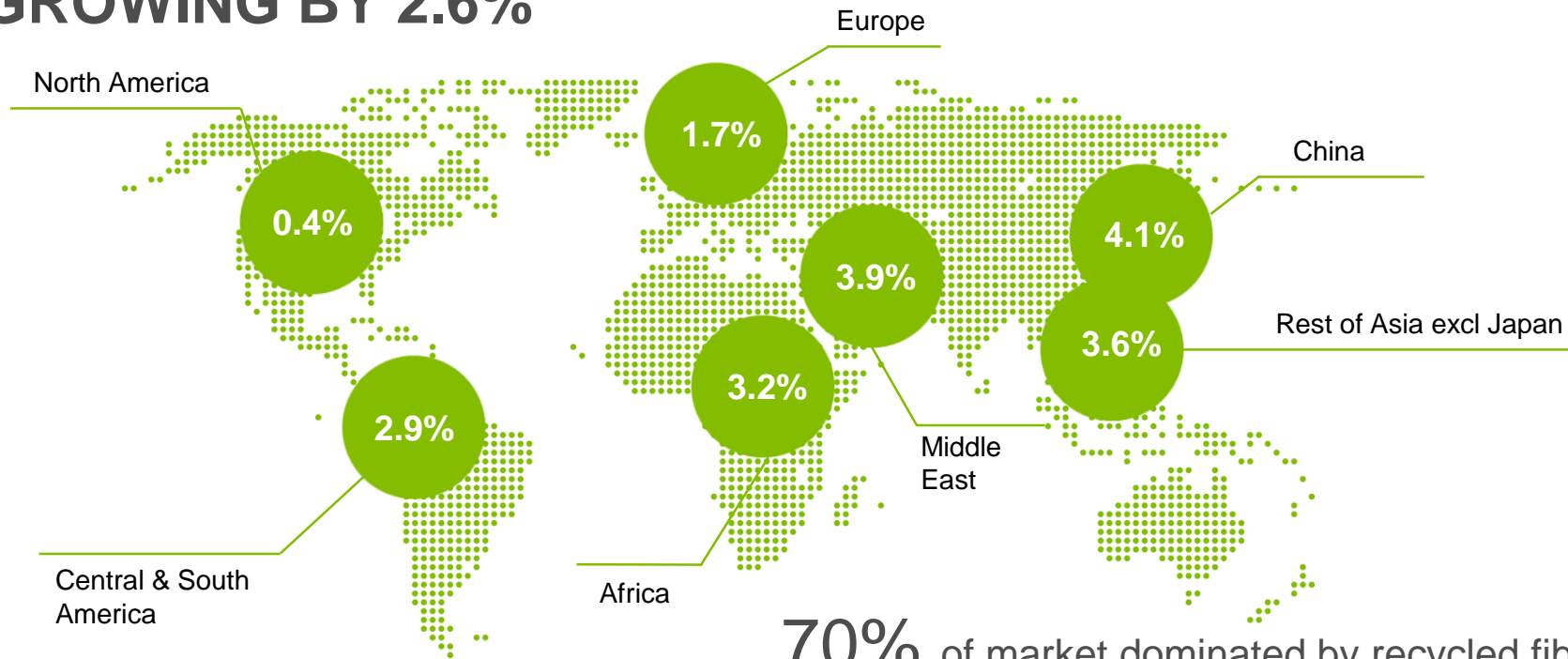
Global provider of managed packaging solutions



10% of sales



GLOBAL DEMAND FOR CONTAINERBOARD IS GROWING BY 2.6%



70% of market dominated by recycled fibres



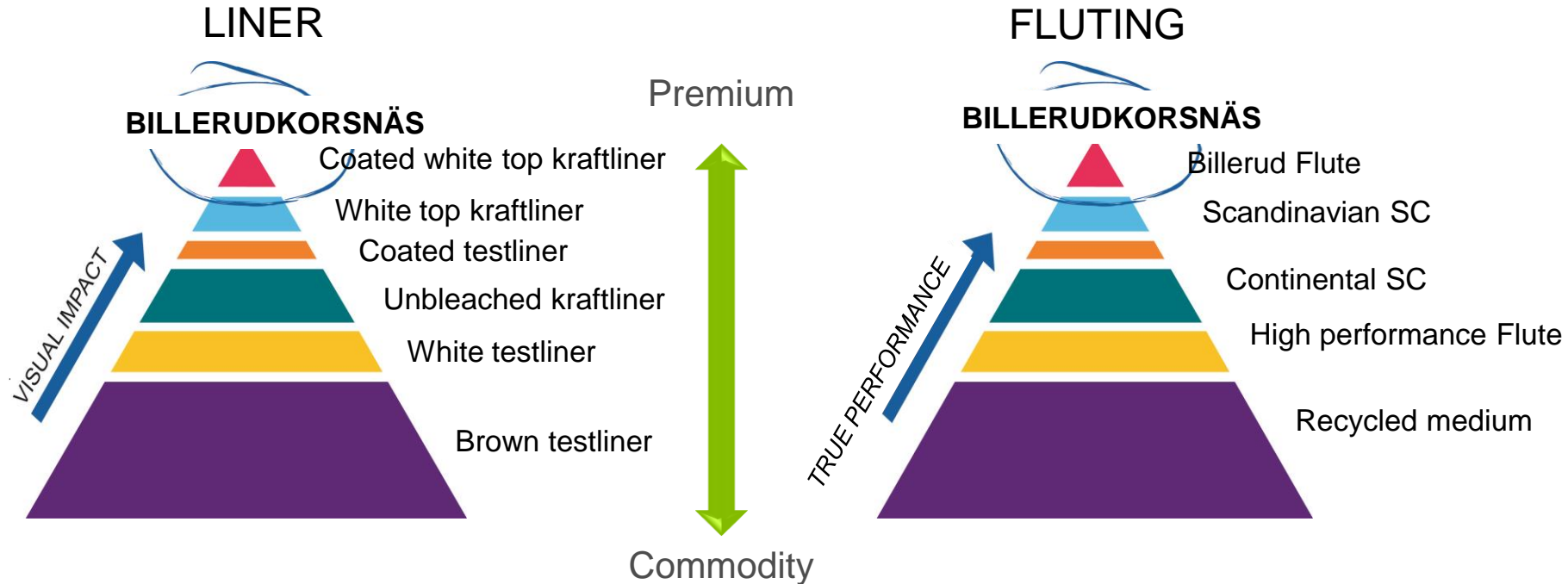
KEY DRIVERS WITHIN CORRUGATED PACKAGING

INCREASING TRADE AND PACKAGE DIFFERENTIATION

- E-commerce
- Fresh food consumption
- Shelf-ready packaging
- Premiumisation
- Consumer electronics
- Alcohol and wine consumption
- Point-of-sale displays



KEEPING THE PREMIUM POSITION





THE ART OF
TRUE PERFORMANCE
THE NEW BILLERUD FLUTE®



THE ART OF ATTRACTION
THE NEW BILLERUDKORSNÄS COATED LINER

MANAGED PACKAGING SAVING BRANDS MONEY THROUGH BETTER PACKAGING



Operational savings



Management simplicity



Sustainability performance



Revenue generation



2,000+

OEM

factories in

20+

countries



\$1

invested
gets you

\$10

in return

2 BUSINESS MODELS WITH CLEAR SYNERGIES



Material Sales

Solution Sales



GLOBAL

LOCAL / REGIONAL

GLOBAL

GLOBAL



FOR CONTINUED VALUE GROWTH WE CREATE CORRUGATED SOLUTIONS

- Containerboard + Paccess = **“Corrugated Solutions”**
- Synergies:
 - Common Segments
 - Visual, Industrial and Food Packaging
 - Competence
 - Network
- One strong organization
 - Scalable
 - Common focus
 - Outside in-oriented structure



- 2011



2012 - 2015



>2016



GLOBAL ORGANISATION WITH FOCUS ON GROWING MARKETS



- **Material & Solution Sales**
- **Regional Design Centers**
- **Growing Production Partner network**

ACCELERATING OUR TRANSFORMATION FOR CONTINUED VALUE GROWTH



Strong product portfolio

- World-class fluting and liner for tough requirements
- Solution services adding value



Integrating new business model

- Investing in managed packaging
- Growing our business with brand owners



Focusing on brand owners in attractive markets

- Providing services to large brand owners
- Global presence to offer best possible service

Value growth
2-4%
CAGR



Q&A





BILLERUDKORSNÄS

