

# We're the global specialist in packaging for food and drink



EBIT margin 9.2%



ROI

14.2%

Our ambition

The preferred global food packaging brand

Employees
17,400

Manufacturing sites

76

Operations in **34** countries



Our purpose

Helping great products reach more people, more easily.



# We're well positioned to deliver on our ambitions

Who we are:

Who we serve:

What we offer:

Main materials we use:

#1

FOODSERVICE packaging company operating globally





Paperboard



FIBER PACKAGING company globally







Recycled fibers



FLEXIBLE PACKAGING company in emerging markets



MARS





Plastic & other materials



# Our three business areas are organized into four reporting segments

Foodservice packaging



Foodservice Europe-Asia-Oceania and North America

- 39 plants on5 continents
- 8,800 employees
- €1.7bn net sales

Flexible packaging



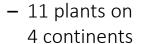
Flexible Packaging

- 26 plants on3 continents
- 6,900 employees
- €870mn net sales

Fiber packaging

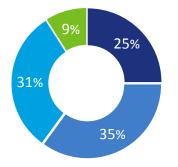


Fiber Packaging



- 1,700 employees
- €270mn net sales

Share of net sales per segment in 2016



- Foodservice Europe-Asia-Oceania
- North America
- Flexible Packaging
- Fiber Packaging



Roadshow presentation July-September 2017

# Foodservice E-A-O: Geared for profitable growth

Foodservice paper and plastic disposable tableware, such as cups and lids, is supplied to foodservice operators, fast food restaurants and coffee shops. The segment has production in Europe, South Africa, Middle East, Asia and Oceania.

### Our products





Net sales by geography



- Western Europe Eastern Europe
- ROW

### Our competitive advantages

- Unique footprint
- Wide product range
- High standards to operate applied in all locations
- Renewed innovations roadmap
- Sourcing ability
- Solid operating efficiency and up-todate manufacturing capacity

M€	Long-term ambition
Net sales	
Comparable growth	5-7%
EBIT	
Margin	9-11%
RONA	15+%
Capex	
Operating cash flow	

LTM Q2 17	2016	2015	2014	2013	2012	2011
786.1	741.0	667.5	620.4	629.1	626.8	524.1
3%¹	5%	4%	4%	2%	-1%	0%
67.4	63.2	52.4	57.4	46.9	38.1	20.0
8.6%	8.5%	7.9%	9.3%	7.5%	6.1%	3.8%
12.5%	13.7%	14.2%	17.6%	13.9%	11.6%	7.8%
57.7	46.9	39.6	33.6	16.8	21.1	20.9
39.9	38.0	35.4	41.9	55.9	39.7	10.7

### Our customers



### Market position



globally operating foodservice packaging company

### Key competitors

Seda, HK Cups, International Paper and local players



### Focus areas

- Footprint expansion
- Product portfolio expansion, especially folded carton and bags & wraps
- Execution of the renewed innovation roadmap with emphasis on sustainability and aim for enhanced differentiation
  - Sourcing collaboration across segments



# North America: Continue on the growth path

The North America segment serves local markets with foodservice packaging, Chinet® disposable tableware as well as ice-cream containers and other consumer goods packaging products. The segment has production in the United States and Mexico.

### Our products



Net sales by market channel



- Foodservice
- Retail
- Consumer goods

# Our competitive advantages

- Leading shaped paperboard converter
- 21st century new capacity
- Capability for customer promotions
- Molded fiber competence and scale, Chinet® brand
- Uniquely global in foodservice packaging
- Ice-cream systems offering

M€	ambition
Net sales	
Comparable growth	2-5%
EBIT	
Margin	9-10%
RONA	11-14%
Capex	
Operating cash flow	

LTM Q2 17	2016	2015	2014	2013	2012	2011
1,025.8	1,005.1	947.7	769.3	725.3	704.3	532.3
1%¹	6%	4%	6%	5%	5%	-4%
104.7	107.6	88.2	38.4	38.4	53.0	43.5
10.2%	10.7%	9.3%	5.0%	5.3%	7.5%	8.2%
14.8%	16.3%	14.1%	7.2%	8.0%	11.7%	11.2%
122.5	97.9	40.9	36.7	66.7	31.5	24.0
5.3	40.4	61.1	18.7	-15.0	28.7	43.5

# Our customers Subject to the subjec

### Market position



globally operating foodservice packaging company

### **Key competitors**

International Paper, Dart/Solo, Reynolds/Pactiv, AJM, Koch/Georgia Pacific, Aspen, Rock Tenn, Gen Pak



### Focus areas

- Replicate Batavia success in Goodyear, AZ
- Build culture to attract best employees and best customers
- Leverage our capacity in foodservice paperboard packaging and retail store brands



# Flexible Packaging: Strengthening our position

Flexible packaging is used for a wide range of consumer products including food, pet food, hygiene and health care products. The segment serves global markets from production units in Europe, Middle East, Asia and South America.

### Our products



Sales by geography



- Europe
- Asia

# Our competitive advantages

- Unmatched footprint in emerging markets
- Good reputation among blue-chip customers
- Global R&D knowhow to speed up innovations & commercialization
- Wide product offering
- Strong teams & resource pool in India

M€	Long-term ambition
Net sales	
Comparable growth	6-8%
EBIT	
Margin	9-11%
RONA	15+%
Capex	
Operating cash flow	

LTM Q2 17	2016	2015	2014	2013	2012	2011
886.7	868.6	868.9	618.0	585.8	573.3	578.3
1%¹	-1%	3%	7%	4%	2%	4%
68.7	73.8	68.8	45.5	44.0	44.6	38.3
7.7%	8.5%	7.9%	7.4%	7.5%	7.8%	6.6%
10.7%	11.6%	12.3%	13.6%	13.3%	13.8%	9.3%
30.5	25.7	31.6	24.7	15.6	19.8	18.6
79.1	87.9	63.5	27.8	34.8	41.4	39.7

### Our customers



### Market position



flexible packaging company in emerging markets

### **Key competitors**

Amcor, Constantia, Bemis, Dai Nippon, regional and local players



### Focus areas

- Harvest full benefits of the recent growth initiatives
- Seize the momentum with global key accounts
- Offer best-in-market innovation capability
- Build capacity for organic growth and seek for potential acquisition targets



L'ORÉAL

# Fiber Packaging: Focus on profitable growth to enhance our positions

Recycled and other natural fibers are used to make fresh product packaging, such as egg, fruit, food and drink packaging. The segment has production in Europe, Oceania, Africa and South America.

### Our products





### Our competitive advantages

- Full control throughout the value chain from raw material sourcing to NPD
- Centralized R&D
- Sustainability knowhow
- Local service backed by global knowledge
- Strong teams and continuous knowledge sharing

M€	Long-term ambition	LTM Q2 17	2016	2015	2014	2013	2012	2011
Net sales		280.2	267.8	260.3	247.0	236.3	237.3	244.0
Comparable growth	5-7%	6% <sup>1</sup>	5%	5%	9%	6%	4%	3%
EBIT		33.6	34.6	33.5	35.0	29.6	26.4	20.9
Margin	13-15%	12.0%	12.9%	12.9%	14.2%	12.5%	11.1%	8.6%
RONA	18+%	15.3%	16.4%	17.7%	20.4%	18.2%	16.1%	12.0%
Capex		27.0	27.6	34.1	27.3	18.9	14.8	11.2
Operating cash flow		23.3	16.7	9.9	17.5	21.0	25.6	18.5

### Our customers













### Market position



in fiber packaging globally

### Key competitors

Hartmann, Pactiv, local players, plastics manufacturers



### Focus areas

- Continued investments in new capacity
- Expansion of product portfolio
- Active interest in potential acquisitions
- Innovations and sustainability
- Continuous improvement: operational efficiency, cost mgmt
- Knowledge sharing



Growing into a preferred global food packaging brand – next steps

# Megatrends support food packaging growth...

Food packaging offers stable growth opportunities over the cycle

Food contact requirements create a higher entry barrier

Innovations create more sustainable and easy-to-use packaging

# Megatrends create opportunities for us



More people



Growing middle class



More urban



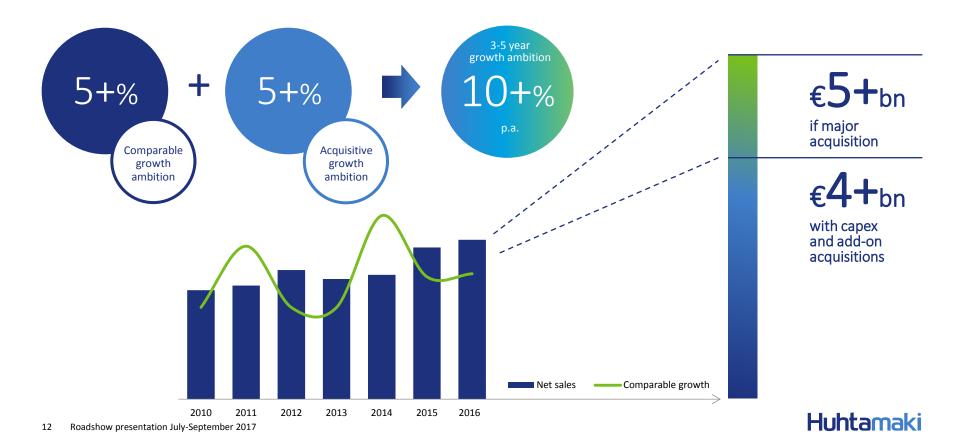
More sustainable



# ... and our positions offer good opportunities

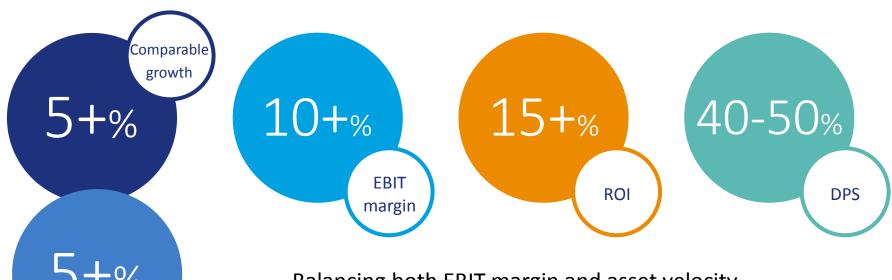


# We target long-term growth both organically and via acquisitions



# Growth and operational efficiency drive profitability improvement

Summary of our new long-term ambitions



Balancing both EBIT margin and asset velocity

- → To deliver steadily improving returns
- → To ensure cash for growth initiatives and dividends



Acquisitive

growth

# We're an industrial manufacturing company by nature

### In 2012-2016, we have invested

- M€688 in organic growth as capex
- M€415 in acquisitions
- → Topline growth approx. €1bn<sup>(1)</sup>
  with CAGR at approx. 9.1%

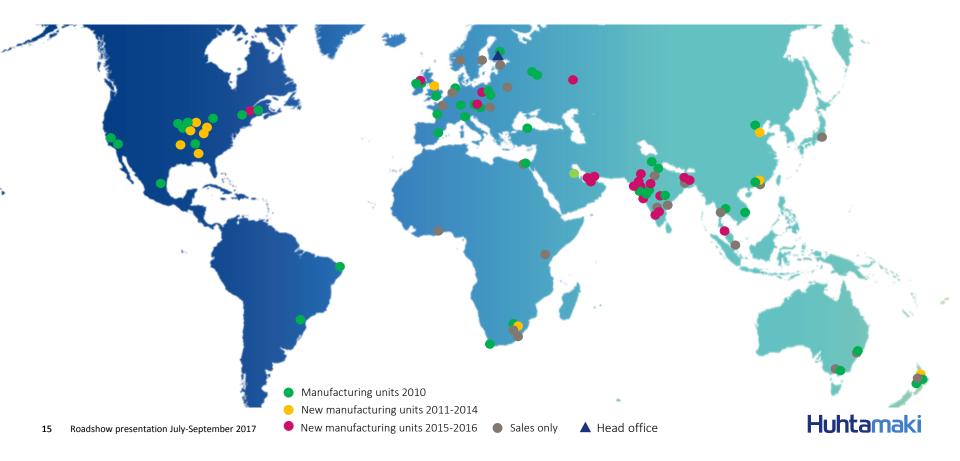
# And we continue to address profitable growth opportunities

- To expand our footprint
- To widen our product range
- → To serve our customers better

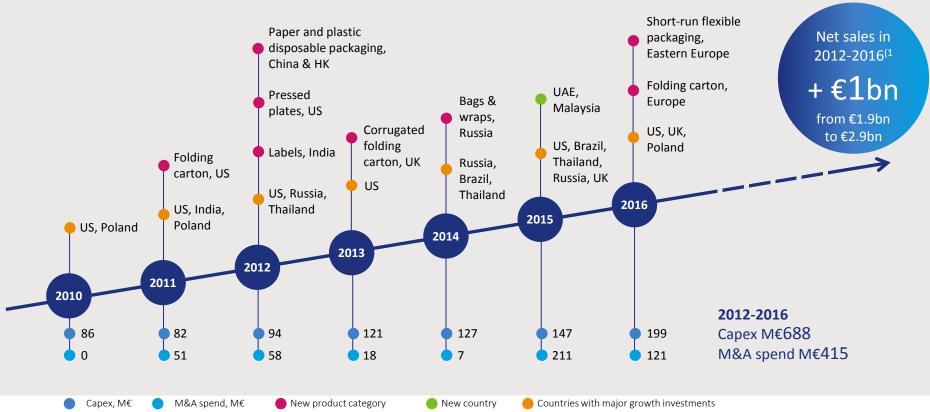




# We have built a unique global footprint...



# ... by making major investments in growth in 2012-2016





# How we support our customers' growth

We invest to expand our network and to improve our capabilities

- Follow global customers
- Serve local customers

We're a safe pair of hands throughout our network

- Global standards locally
- Constant quality & reliable delivery

We offer a wide product range to make our customers' lives easier

 Food packaging experience and planned product range expansion We take innovation into next level

- Game-changing
- Incremental
- Sustainability enhancing

Enhanced collaboration across competent and experienced teams that we continuously develop

Developing & building our manufacturing capability is in our DNA



# Our focus on food enables stronger collaboration between segments





# How we continue to drive growth

# Organic growth investments

Estimated annual CAPEX40% of EBITDA

### Targeted acquisitions

- Debt firepower M€400-500
- Firepower could be doubled with equity
  - Treasury shares
  - Authorization to issue shares

### What we do

- Focus on consumer food and drink packaging
- Expand geographically
- Introduce product portfolio extensions and innovations
- Follow major brands to new markets

### **Outcome in organic CAPEX**

- Majority in business expansion
- Improved and fit-for-purpose machinery
- Targeted manufacturing asset velocity 1.5-2

### **Outcome in M&A**

- EBITDA multiples at typical packaging industry levels (8-10+)
- Average net sales/EVin 2014-2016 was 0.8



# Stronger collaboration between segments supports profitability

### What we have done

- Focus on food
  - Segments share customers and technologies
  - Narrower scope enhances leverage
- Sourcing benefits in main raw materials paperboard, plastic resins and recycled fiber
- Continued cost containment (OEE, Lean 6
   Sigma, 5S+S, opex focus)
- Improved operational efficiency supported by leverage and size
- Restructuring in the least performing units when needed

### What we will do

- Continue building on our foundation
- Add stronger COLLABORATION across segments
  - Sourcing
  - Operations
  - Innovation
  - Commercial
  - People
  - Corporate responsibility



# Solid balance sheet management continues...

Topline growth

Profitability

### Tight management of operational net assets

- Capex funded through EBITDA with focus on growth
- Continuous improvement in working capital
- Manufacturing asset velocity
- M&A self-funded through profit and debt



Segments focus on RONA → Improved ROI



# ... and cash flow generation remains in focus

management EBITDA margin ambition 14+% Fight working capital

**Growth CAPEX** 

### **Debt management**

Utilize current beneficial finance cost environment to boost further growth

### Tax

Higher tax spend following profitable growth

# Self-funded for dividend and growth

- Without raising new equity
- Keeping net debt/EBITDA within ambition of 2-3
- FCF ambition **M€150**





# Solid progress in 2016 towards our long-term ambitions

	FY 2012	FY 2013	FY 2014	FY 2015
Organic growth	3%	3%	6%	4%
EBITDA margin	10.9%	11.2%	11.6%	12.5%
EBIT margin	7.0%	7.4%	7.8%	8.7%
ROI	12.6%	12.1%	12.6%	14.7%
ROE	15.8%	15.8%	16.1%	18.1%
Capex/EBITDA	37%	50%	49%	43%
Net debt/EBITDA	1.6	1.6	1.0	1.6
Free cash flow, M€	103	56	65	91
Dividend payout ratio	47%	47%	47%	40%

FY 2016	Long-term ambition
4%	5+%
13.3%	14+%
9.4%	10+%
14.7%	15+%
17.7%	18%
52%	40%
1.8	2-3
100	150
40%	40-50%

- Continued good progress in 2016 meeting our previous midterm ambitions
- More work required to realize future opportunities



# Growing into the preferred global food packaging brand

continuing on our strategic path

AMBITION

**AMBITION** 

10+%

### Grow

- Organic and innovative growth 5+%
- Acquisitive growth 5+%

### **Build more**

- Continue organic investments
- Continue disciplined acquisitions

### **Achieve our ambition**

The preferred global food packaging brand

### Raise EBIT margin

- Topline growth
- Operating efficiency

### Strengthen collaboration

- Focus on food
- Engaged and high performing teams

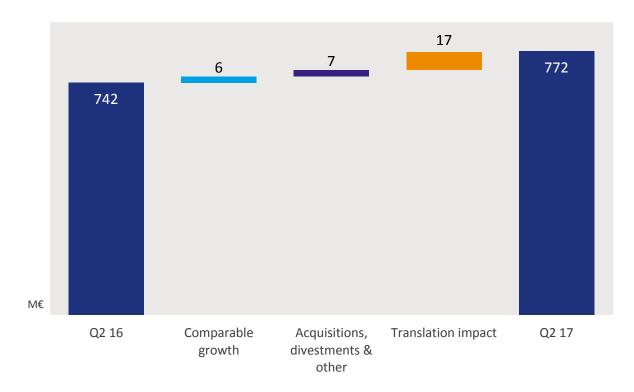
### Live our purpose every day

Helping great products reach more people, more easily.



Q2 2017: Net sales grew and profitability was at a good level

## Topline growth continued

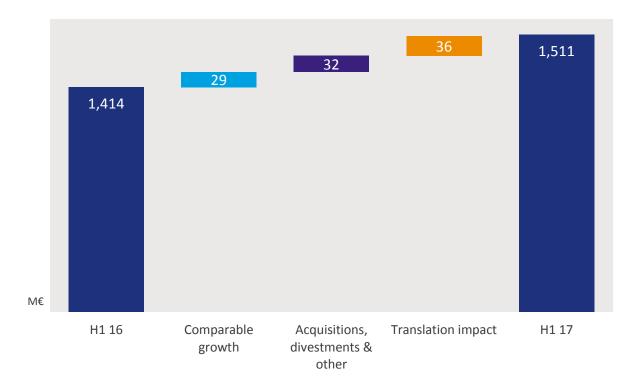


### Net sales growth split in Q2 17

- 1% comparable growth
- Negative 1% in emerging markets
- 1% from acquisitions
- Positive currency translation impact of M€ 17
- GST\* reform in India had a negative impact on Group's growth. Without the Indian impact:
  - Group's emerging market growth would have been approx. 5%
  - Group's comparable growth would have been 2-3%



# All-in-all 7% topline growth in H1 17

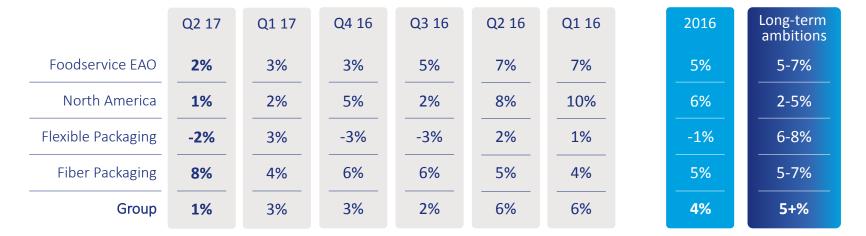


### Net sales growth split in H1 17

- 2% comparable growth
- 1% in emerging markets
- 2% from acquisitions
- Positive currency translation impact of M€ 36
- India had a negative impact on Group's growth



# Comparable growth



- Solid growth in the Fiber Packaging segment
- Good progress in the Foodservice EAO
- Capacity constraints and strong comparison in the North America segment
- Negative net sales development in the Flexible Packaging segment due to significant net sales decline in India



# Profitability at a good level

M€	Q2 17	Q2 16	Change
Net sales	771.9	742.0	4%
Adjusted EBITDA <sup>1</sup>	106.4	105.9	0%
Margin	13.8%	14.3%	
Adjusted EBIT <sup>1</sup>	75.6	77.8	-3%
Margin	9.8%	10.5%	
Adjusted EPS¹, €	0.52	0.54	-4%
ROI <sup>1</sup>			
ROE <sup>1</sup>			
Capital expenditure	48.4	31.7	53%
Free cash flow	-3.0	12.0	-125%

H1 17	H1 16	Change
1,511.3	1,414.3	7%
200.4	190.5	5%
13.3%	13.5%	
138.4	135.6	2%
9.2%	9.6%	
0.95	0.94	1%
14.2%	14.9%	
16.9%	18.3%	
95.4	56.0	70%
-11.8	37.6	-131%

### Q2 17 Highlights

- Earnings at a good level helped by Foodservice EAO improvement
- Quarterly results behind
   PY driven by
   underperformance in India
- Higher capex and lower cash flow due to the investment in the new facility in Arizona, the U.S.



# Foreign currency translation impact was positive

	Average rate H1 16
USD	1.12
INR	74.99
GBP	0.78
CNY	7.29
AUD	1.52
THB	39.56
RUB	78.45
BRL	4.14
NZD	1.65
ZAR	17.21

Closing rates					
Q2 16	Q3 16	Q4 16	4 16 Q1 17		
1.11	1.12	1.05	1.07	1.14	
74.96	75.03	71.09	69.69	73.71	
0.83	0.86	0.85	0.86	0.88	
7.38	7.48	7.27	7.40	7.74	
1.49	1.46	1.45	1.40	1.49	
39.01	38.88	37.57	36.95	38.79	
71.52	70.88	63.26	60.34	67.30	
3.59	3.63	3.41	3.36	3.75	
1.56	1.55	1.50	1.53	1.57	
16.45	15.47	14.29	13.82	14.83	

Average rate H1 17
1.08
71.11
0.86
7.44
1.44
37.56
62.70
3.44
1.53
14.31

Foreign currency translation impact

Q2 17: M€ 17 on net sales

M€ 2 on EBIT

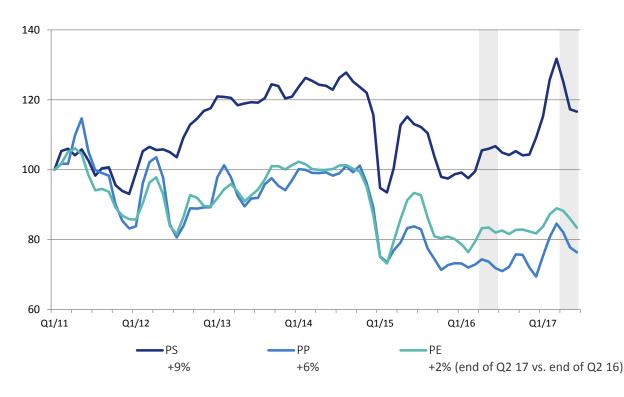
H1 17:

M€ 36 on net sales

M€ 4 on EBIT



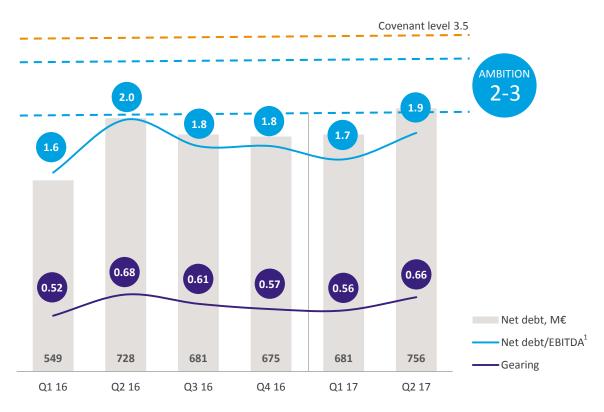
# Prices for plastic resins higher year-on-year



- Prices for plastic resins and recycled fiber were volatile during Q2, but higher vs. PY
- Prices for paperboard were relatively stable



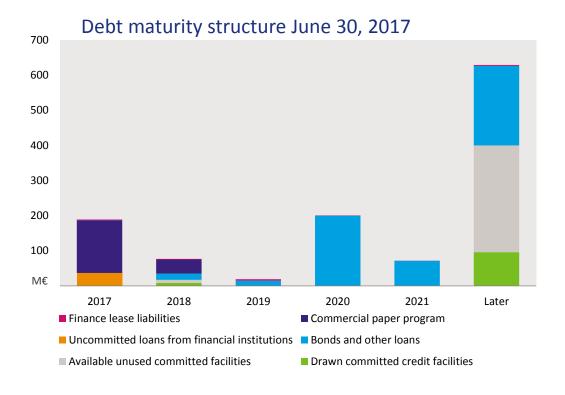
# Stable debt position



- Net debt/EBITDA stable at 1.9
- At the end of Q2 17
  - Cash and cash equivalents
     M€ 114
  - Unused committed credit facilities available M€ 312
- Debt maturity extended by Schuldschein issued in April
- Funds available for acquisitions approx. M€ 400-500



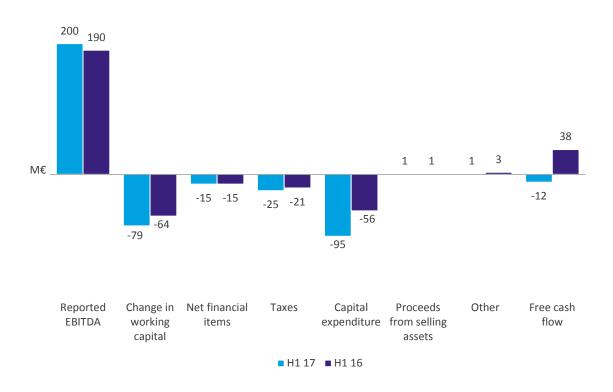
# Debt maturity structure extended with new Schuldschein issuance



- Debt maturity extended by M€ 150 Schuldschein issued in April
- Average maturity 4.4 years at the end of Q2 17 (3.9 at the end of 2016)



# Free cash flow burdened by high capex



- Capex significantly above PY level due to high growth investments especially in the U.S. and China
- High receivables due to strong deliveries at the end of the quarter



# Solid financial position

M€	June 2017	Dec 2016	June 2016	
Total assets	2,914	2,875	2,748	
Operating working capital	535	515	527	
Net debt	756	675	728	
Equity & non-controlling interest	1,142	1,182	1,066	
Gearing	0.66	0.57	0.68	
ROI <sup>1</sup>	14.2%	14.7%	14.9%	
ROE <sup>1</sup>	16.9%	17.7%	18.3%	

- As a result of active investment agenda
  - → Higher asset base
  - → ROI burdened as latest investments not delivering earnings yet
  - → Higher net debt despite higher EBITDA



# Progress towards our long-term ambitions

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Organic growth	3%	3%	6%	4%	4%
EBITDA margin	10.9%	11.2%	11.6%	12.5%	13.3%
EBIT margin	7.0%	7.4%	7.8%	8.7%	9.4%
ROI	12.6%	12.1%	12.6%	14.7%	14.7%
ROE	15.8%	15.8%	16.1%	18.1%	17.7%
Capex/EBITDA	37%	50%	49%	43%	52%
Net debt/EBITDA	1.6	1.6	1.0	1.6	1.8
Free cash flow, M€	103	56	65	91	100
Dividend payout ratio	47%	47%	47%	40%	40%

H1 2017	Long-term ambition
2%	5+%
13.3%	14+%
9.2%	10+%
14.2%	15+%
16.9%	18%
48%	40%
1.9	2-3
-12	150
n/a	40-50%



#### Outlook 2017

The Group's trading conditions are expected to remain relatively stable during 2017. The good financial position and ability to generate a positive cash flow will enable the Group to address profitable growth opportunities. Capital expenditure is expected to be approximately at the same level as in 2016 with the majority of the investments directed to business expansion.

#### Short-term risks and uncertainties

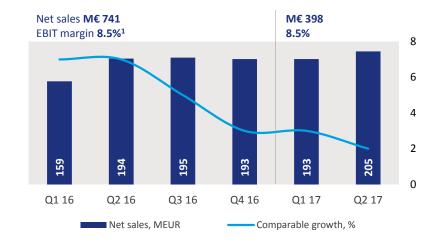
Volatile raw material and energy prices as well as movements in currency rates are considered to be relevant short-term business risks and uncertainties in the Group's operations. General political, economic and financial market conditions can also have an adverse effect on the implementation of the Group's strategy and on its business performance and earnings.



# Q2 2017 by business segment

## Foodservice Europe-Asia-Oceania: Solid profitability improvement

- Strong growth in the UK and Western Europe driven by cold cups
- Good development in Eastern Europe continued
- Earnings grew driven by volume growth and improved cost position
- Majority of capex targeted to China expansion



Key figures, M€	Q2 17	Q2 16	Change
Adjusted EBIT <sup>1</sup>	18.4	17.6	5%
Margin <sup>1</sup>	9.0%	9.1%	
RONA <sup>1</sup>	12.5%	13.3%	
Capital expenditure	12.8	8.2	56%
Operating cash flow	11.6	13.7	-15%



### North America: Good performance

- Capacity constraints in key categories
  - Active investment agenda to address bottlenecks
- Growth was strongest in retail business driven by private label tableware
- Foodservice volume growth subdued, low promotional activity in QSR
- Sales of frozen dessert packaging declined
- Profitability on a good level against a strong comparison
- Investment in the new facility in Arizona continued and impacted operating cash flow



Key figures, M€	Q2 17	Q2 16	Change
EBIT	32.6	37.2	-12%
Margin	11.9%	14.0%	
RONA	14.8%	16.6%	
Capital expenditure	23.8	13.0	83%
Operating cash flow	14.4	22.1	-35%



Flexible Packaging: Net sales and earnings declined due to adverse development in India

- Comparable net sales growth negative 2% due to net sales decline in India, where the GST reform caused severe headwind in consumer markets
- Without the negative impact of India the segment's comparable growth would have been approx. 4%
- Strong growth across product categories in Europe
- Adverse development in India led to weak earnings for the segment

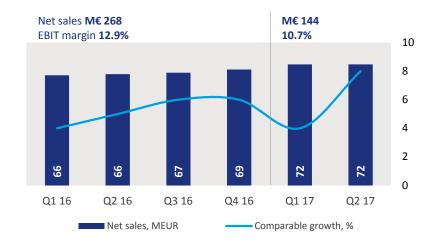


Key figures, M€	Q2 17	Q2 16	Change
EBIT	14.0	19.1	-27%
Margin	6.3%	8.7%	
RONA	10.7%	11.6%	
Capital expenditure	7.7	5.7	35%
Operating cash flow	-0.5	7.8	-106%



### Fiber Packaging: Strong net sales growth

- Strong net sales growth driven by good egg packaging volumes in Eastern Europe, the UK and Africa
- Net sales and earnings in South America declined in challenging markets
- Earnings flat as the positive impact of net sales growth did not fully offset the negative mix impact



Key figures, M€	Q2 17	Q2 16	Change
EBIT	8.1	8.2	-1%
Margin	11.3%	12.4%	
RONA	15.3%	16.2%	
Capital expenditure	4.1	4.7	-13%
Operating cash flow	9.5	4.2	126%



Helping great products reach more people, more easily

# Appendices

# Group financials 2009-2016

		2016	2015	2014 (1	2013 (1	2012 (2	2011	2010	2009
Net sales	M€	2,865	2,726	2,236	2,161	2,321	2,043	1,952	1,832
Comparable growth <sup>(3</sup>	%	4	4	6	3	3	5	3	-5
Adjusted EBITDA (4	M€	382	342	259	242	254	208	214	193
Margin <sup>(4</sup>	%	13.3	12.5	11.6	11.2	10.9	10.2	11.0	10.5
Adjusted EBIT <sup>(4</sup>	M€	268	238	175	160	164	128	134	112
Margin <sup>(4</sup>	%	9.4	8.7	7.8	7.4	7.0	6.2	6.9	6.1
Adjusted EPS <sup>(4</sup>	€	1.83	1.65	1.24	1.17	1.19	0.87	0.92	0.57
ROI <sup>(4</sup>	%	14.7	14.7	12.6	12.1	12.6	9.8	12.0	9.6
ROE (4	%	17.7	18.1	16.1	15.8	15.8	11.0	14.5	10.1
Capex	M€	199	147	127	121	94	82	86	53
Free cash flow	M€	100	91	65	56	103	65	113	208
Gearing		0.57	0.53	0.32	0.50	0.50	0.49	0.32	0.50
Net debt to EBITDA (4		1.8	1.6	1.0	1.6	1.6	1.9	1.2	1.7
Dividend per share	€	0.73	0.66	0.60	0.57	0.56	0.46	0.44	0.38



#### Profitability at a good level, year-on-year improvement in H1

M€	Q2 17	Q2 16	Change
Net sales	771.9	742.0	4%
Adjusted EBITDA <sup>1</sup>	106.4	105.9	0%
Margin	13.8%	14.3%	
Adjusted EBIT <sup>1</sup>	75.6	77.8	-3%
Margin	9.8%	10.5%	
EBIT	75.6	77.6	-3%
Net financial items	-5.9	-7.5	-21%
Profit before taxes	69.7	70.1	-1%
Income tax expense	-15.2	-13.6	12%
Profit for the period	54.5	56.5	-4%
Adjusted EPS¹, €	0.52	0.54	-4%

H1 17	H1 16	Change
1,511.3	1,414.3	7%
200.4	190.5	5%
13.3%	13.5%	
138.4	135.6	2%
9.2%	9.6%	
138.4	135.4	2%
-10.9	-13.2	-17%
127.5	122.2	4%
-28.0	-23.0	22%
99.5	99.2	0%
0.95	0.94	1%

#### Q2 17 Highlights

- Earnings at a good level despite slight decline vs. PY
- Gross profit impacted by higher depreciation and India
- Financial costs lower than PY

#### H1 17 Highlights

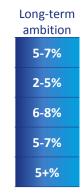
- Profitability improved
- Financial costs lower than PY
- Tax rate 22% (19%)



## Quarterly comparable growth by business segment since 2015

	Q2 17	Q1 17	Q4 16	Q3 16	Q2 16	Q1 16	Q4 15	Q3 15	Q2 15	Q1 15
Foodservice E-A-O	2%	3%	3%	5%	7%	7%	8%	6%	2%	3%
North America	1%	2%	5%	2%	8%	10%	5%	7%	-2%	7%
Flexible Packaging	-2%	3%	-3%	-3%	2%	1%	-1%	5%	4%	5%
Fiber Packaging	8%	4%	6%	6%	5%	4%	6%	5%	5%	5%
Group total	1%	3%	3%	2%	6%	6%	4%	6%	1%	5%

FY 16	FY 15	FY 14
5%	4%	4%
6%	4%	6%
-1%	3%	7%
5%	5%	9%
4%	4%	6%





## 13 acquisitions completed since 2011

- Paris Packaging, Inc., US, September 2011 (North America)
- Ample Industries, Inc., US, November 2011 (North America)
- Josco (Holdings) Limited, China, April 2012 (Foodservice E-A-O)
- Winterfield, LLC, US, August 2012 (North America)
- Webtech Labels Private Limited, India, November 2012 (Flexible Packaging)
- BCP Fluted Packaging Ltd., UK, November 2013 (Foodservice E-A-O)
- Interpac Packaging Ltd., New Zealand, August 2014 (Foodservice E-A-O)
- Positive Packaging, India, January 2015 (Flexible Packaging)
- Butterworth Paper Cups, Malaysia, March 2015 (Foodservice E-A-O)
- Pure-Stat Technologies, Inc., US, July 2015 (North America)
- FIOMO a.s., Czech Republic, January 2016 (Flexible Packaging)
- Delta Print and Packaging Ltd., UK, May 2016 (Foodservice E-A-O)
- Val Pack Solutions Private Limited, India, July 2016 (Foodservice E-A-O)
- International Paper's foodservice packaging operations, China, June 2017 (Foodservice E-A-O)<sup>(1)</sup>

#### In total approx. M€ 605 of annual net sales acquired for approx. M€ 480<sup>(2)</sup>

More details per acquisition are available on our website www.huhtamaki.com/investors/financial-information/acquisitions-and-divestments



## Expansion into Eastern Europe and capability for shorter runs

- We acquired FIOMO in Czech Republic in January 2016
- − 1 plant located in Prague
- Situated in the middle of Europe and serving markets east and west
- Dedicated to offset printing for flexible packaging
- Complementing our offering in Europe with short run jobs and campaigns
- Deb-free purchase price M€28
- Annual net sales approx. M€21
- EBITDA margin approx. 12%
- Approx. 120 employees
- Proven and experienced management team





# Huhtamaki entered the folding carton packaging business in Europe by acquiring Delta Print and Packaging in May 2016

- Manufactures bespoke printed folding carton packaging for the UK and European foodservice, packaged food and retail markets
- Plants in Belfast, UK and Gliwice, Poland
- Net sales for 2016 expected at approx. M€70
- Debt-free purchase price M£80 (approx. M€103)
- Complementary product range and world-class technology
- Geared for growth manufacturing unit in Poland brand new





### Huhtamaki entered the foodservice packaging market in India

- Huhtamaki acquired 51% of Val Pack Solutions Private Limited, a privately held paper cup manufacturer based in Mumbai, in July
- Valpack is a well-established company with high manufacturing standards
- Annualized net sales approx. M€4
- Huhtamaki will focus in growing the business further
  - Investments in additional capacity
  - Expansion of foodservice packaging product offering
- One manufacturing unit with approx. 100 employees
- Debt-free purchase price approx. M€2





## Huhtamaki invests M\$100 in expansion to the US west coast

- A world class manufacturing and distribution unit will be set up in Goodyear,
   Arizona, close to Phoenix
- Serves southwest and west coast foodservice packaging and retail tableware markets with full range of foodservice packaging products
- Total investment expected to exceed M\$100, majority will be spent in 2016-17
- Distribution center will be taken into use in early 2017 and manufacturing is scheduled to begin in late 2017





## Flexible Packaging invests to boost growth in emerging markets

#### **Greenfield in Egypt**

- Huhtamaki's entry into manufacturing flexible packaging in Africa
- State-of-the-art manufacturing unit in the greater Cairo area
- Huhtamaki to own 75% of the JV
- Serves both global and local flexible packaging customers and other countries on export-basis
- Up-and-running from the beginning of 2018

**Total investment for Huhtamaki approx. M€17** 

#### 3 projects in India

- 2 new units in North East India
  - Flexible packaging manufacturing unit in Assam
  - Label manufacturing unit in Sikkim
  - Both expected to start manufacturing in H1 17
- Relocation and modernization of a label manufacturing unit in Mumbai
  - Expected to be finalized by the end of 2017

**Total investment approx. M€9** 

Additional M€26 to be invested in growth in emerging markets



## Foodservice packaging greenfield in Ukraine

- Huhtamaki will enter manufacturing foodservice packaging in Ukraine by setting up a greenfield paper cup manufacturing unit in Kiev
- We've been present in Ukraine since 2002; Currently Ukrainian foodservice packaging markets served on an export basis from Poland
- With local manufacturing we will be able to better support growth ambitions of both our local and global customers
- Population of approx. 36 million and good location to service the neighboring countries
- Full range of paper cups for cold and hot drinks
- Manufacturing operations are expected to begin during 2018
- The unit is expected to employ approx. 50 employees
- The unit will become part of the Foodservice EAO business segment





## Focus on growth in foodservice packaging in China...

# Integration of foodservice packaging manufacturing operations in Southern China

- Consolidation of the foodservice packaging manufacturing operations in South China into one efficient, modernized unit progressing as planned
- M€ 15 investment in the expansion and modernization of the consolidated unit
- Consolidation expected to be completed and the other facility vacated during Q3 17
- Closing of the sale of the vacated facility waiting for final approvals from Chinese authorities
- Selling price M€ 14
- At the closing of the transaction, a gain of approx.
   M€ 6 is expected to be booked as IAC

# Acquisition of IP's foodservice packaging manufacturing operations in China

- Two manufacturing units located in Shanghai and Tianjin
- Expands our manufacturing footprint into the Eastern China region
- 2016 net sales approx. M€ 19
- Approx. 200 employees
- Debt free purchase price M€ 15
- The transaction is expected to be finalized within 1-2 months from signing, subject to completing applicable registration obligations with authorities in China



# ... improves our geographic coverage



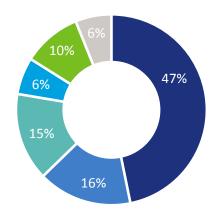
- Strong, modern operations in Southern China
- Entry into the greater Shanghai area
- Strengthened capability in Northern China
- Total population covered by our operations > 1 bn
- Areas of highest disposable income



### Ownership

- 30,128 registered shareholders at the end of June 2017
- 53% of shares in domestic ownership
- 16% of shares controlled by non-profit organizations
  - Finnish Cultural Foundation a major owner since 1943, current ownership 11%
- Number of outstanding shares
   107,760,385 including 3,648,318
   of the Company's own shares

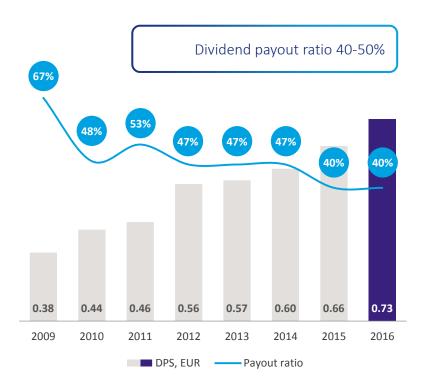
# Shareholder distribution by sector June 30, 2017



- Foreign ownership incl. nominee registered shares
- Non-profit organizations
- Households
- Private companies
- Public-sector organizations
- Financial and insurance companies



#### The Board of Directors aims at predictable and growing dividends



- The Board proposes a €0.73 dividend per share
- Adjusted EPS €1.83
- Free cash flow before dividends
   M€100 for FY 2016
- Based on Board proposal,
   11% increase in dividend
  - → Payout ratio 40%
  - → Dividend yield¹ 2.1%
- Dividend +92% since 2009
- Dividend CAGR for 2009-2016 is approx. 10%





#### Disclaimer

Information presented herein contains, or may be deemed to contain, forward-looking statements. These statements relate to future events or Huhtamäki Oyi's or its affiliates' ("Huhtamaki") future financial performance, including, but not limited to, strategic plans, potential growth, expected capital expenditure, ability to generate cash flows, liquidity and cost savings that involve known and unknown risks, uncertainties and other factors that may cause Huhtamaki's actual results, performance or achievements to be materially different from those expressed or implied by any forward-looking statements. By their nature, forward-looking statements involve risks and uncertainties because they relate to events and depend on circumstances that may or may not occur in the future. Such risks and uncertainties include, but are not limited to: (1) general economic conditions such as movements in currency rates, volatile raw material and energy prices and political uncertainties; (2) industry conditions such as demand for Huhtamaki's products, pricing pressures and competitive situation; and (3) Huhtamaki's own operating and other conditions such as the success of manufacturing activities and the achievement of efficiencies therein as well as the success of pending and future acquisitions and restructurings and product innovations. Future results may vary from the results expressed in, or implied by, forward-looking statements, possibly to a material degree. All forward-looking statements made in this presentation are based on information currently available to the management and Huhtamaki assumes no obligation to update or revise any forward-looking statements. Nothing in this presentation constitutes investment advice and this presentation shall not constitute an offer to sell or the solicitation of an offer to buy any securities or otherwise to engage in any investment activity.



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