



BILLERUDKORSNÄS | January 2013

BILLERUDKORSNÄS IN BRIEF

Leading position



High performance materials



Smarter solutions



Sustainable innovation



Growing markets



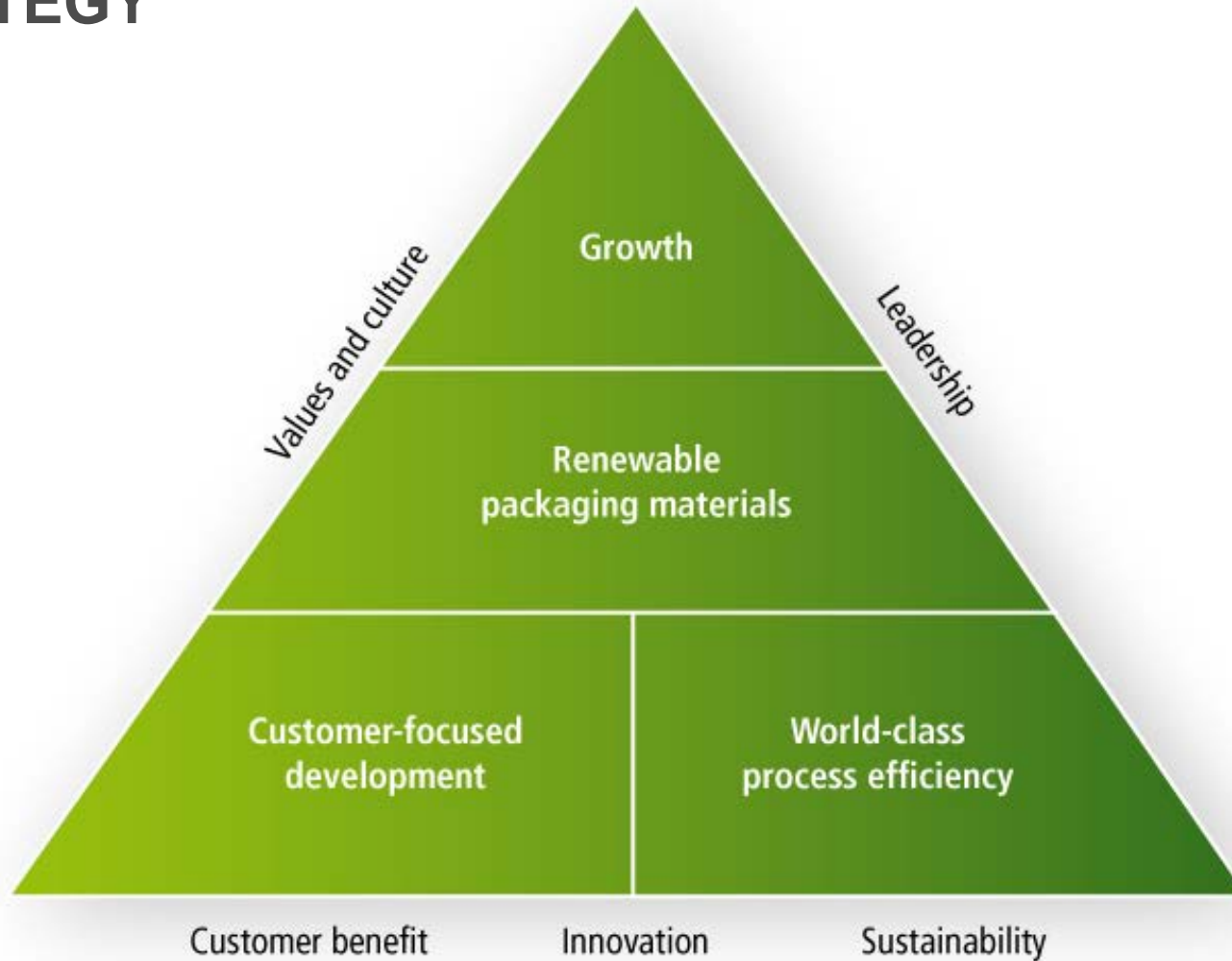
Combined financials 2011*

Net sales:	SEK 20bn
EBITDA:	SEK 3.4bn
EBITDA margin:	17%

*The combined financial information is not financial pro forma information and has not been audited or otherwise reviewed by the company's auditor.



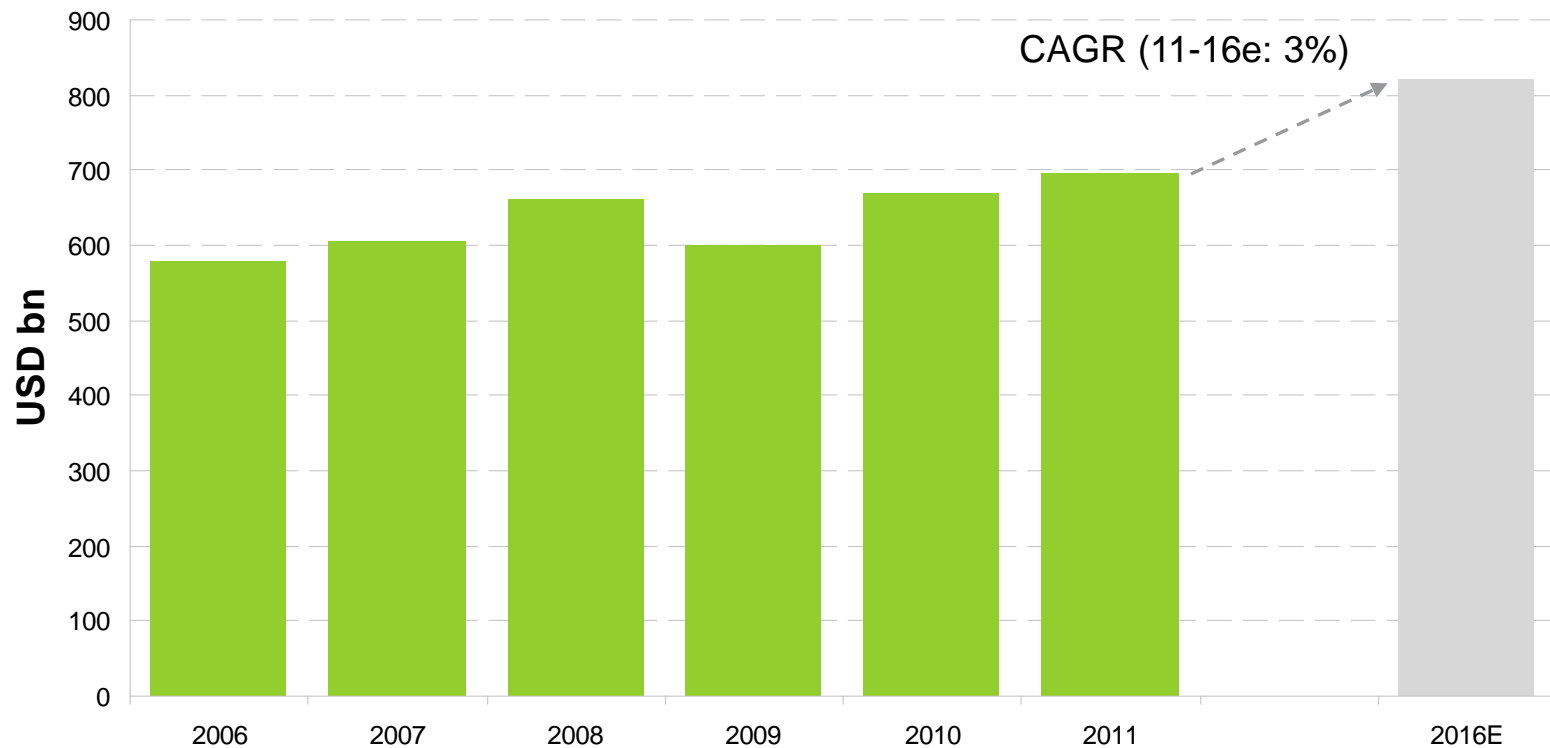
STRATEGY



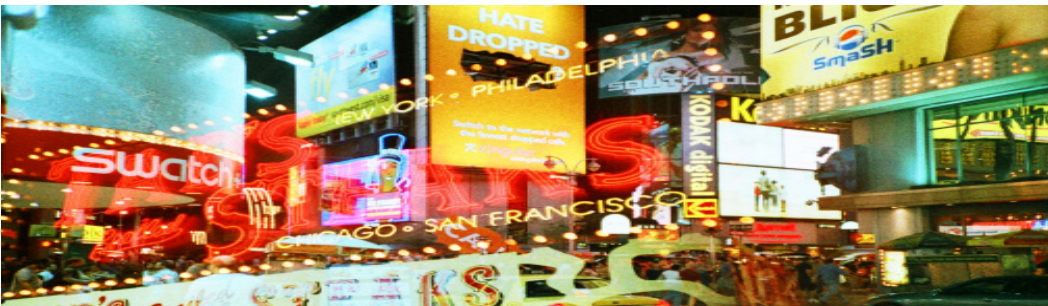


STEADY GROWTH FOR PACKAGING

GLOBAL PACKAGING MARKET



CUSTOMERS WANT SMARTER PACKAGING



Attracts consumers



Increases productivity



Lowers transportation costs



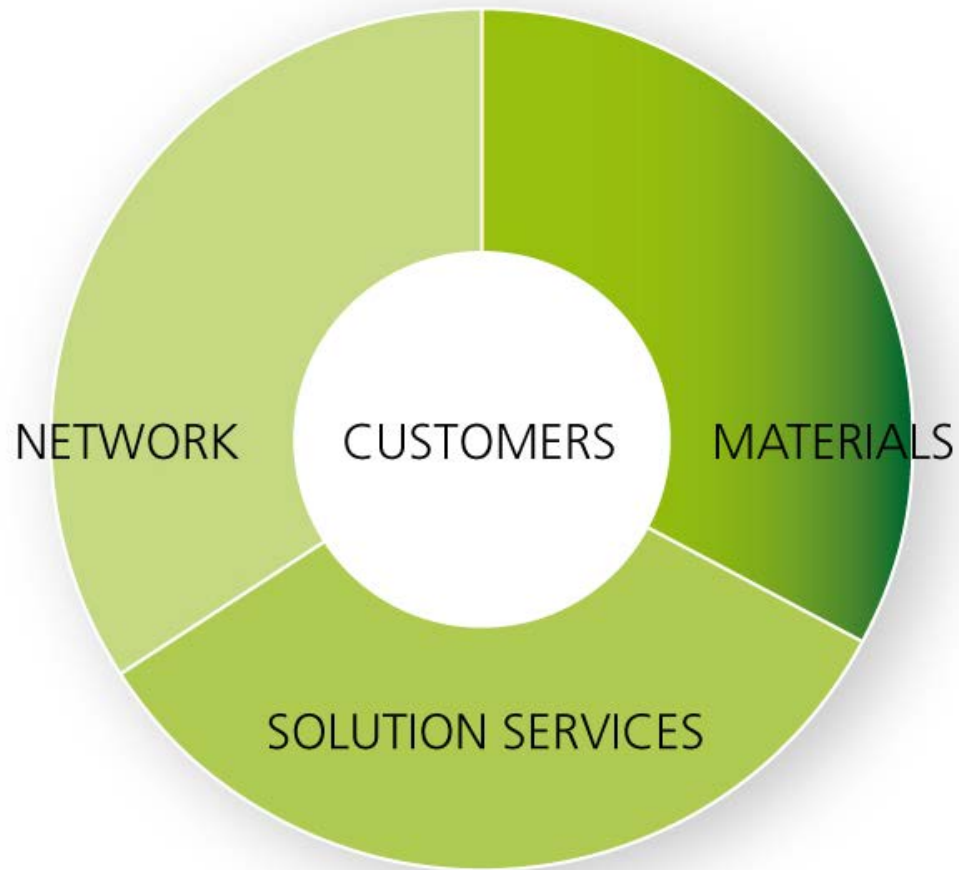
Reduces waste



Lowers environmental impact



BUSINESS MODEL



WORLD-CLASS PACKAGING MATERIALS

WORLD-CLASS
PACKAGING
MATERIALS

SOLUTION
SERVICES

GLOBAL
NETWORK OF
CUSTOMERS
AND PARTNERS

PACKAGING PAPER

Kraft paper



Sack paper



CONSUMER BOARD

Liquid Packaging Board

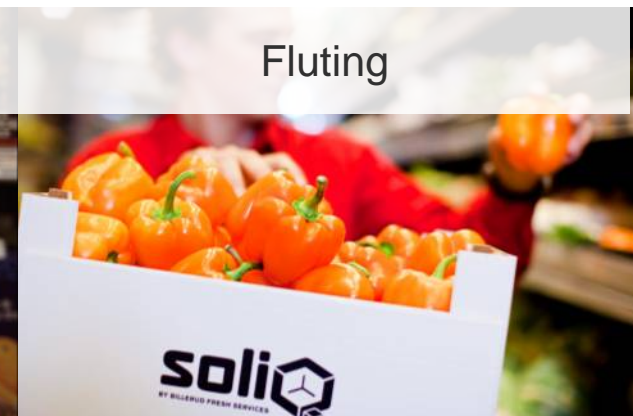


Cartonboard



CONTAINERBOARD

Fluting



Liner



SOLUTION SERVICES



- Comprehensive knowledge of the whole value chain
- Strong technical knowledge of packaging design
 - Expert assistance in the areas of packaging optimisation, print support and conversion support



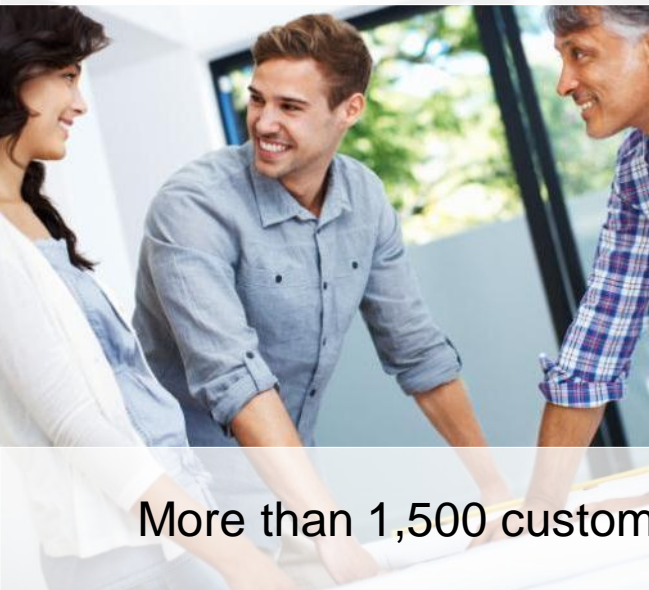
GLOBAL NETWORK

WORLD-CLASS
PACKAGING
MATERIALS

SOLUTION
SERVICES

GLOBAL
NETWORK OF
CUSTOMERS
AND PARTNERS

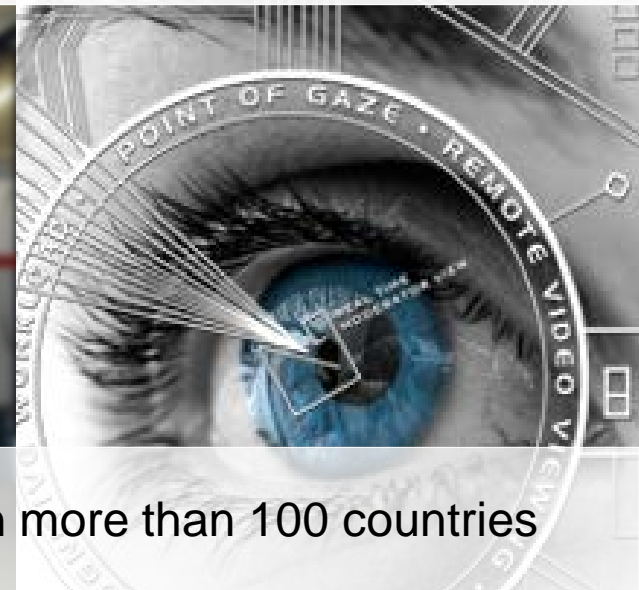
Packaging manufacturers



Machine manufacturers



Research institutes



More than 1,500 customers and packaging partners in more than 100 countries

THREE BUSINESS AREAS

PACKAGING PAPER *Kraft and sack paper*



Net sales: SEK 8.5 billion
EBTDA: SEK 1.2 billion
Sales volume: 1,200 ktonnes

CONSUMER BOARD *Liquid packaging board, cartonboard and Cup Stock*



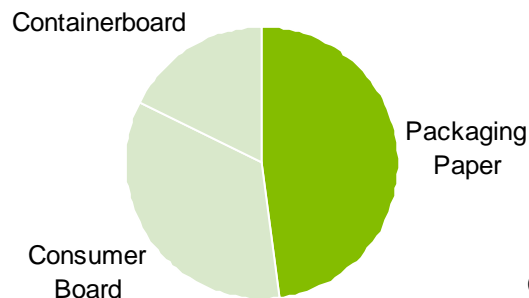
Net sales: SEK 6.1 billion
EBITDA: SEK 1.3 billion
Sales volume: 870 ktonnes

CONTAINERBOARD *Fluting and liner*

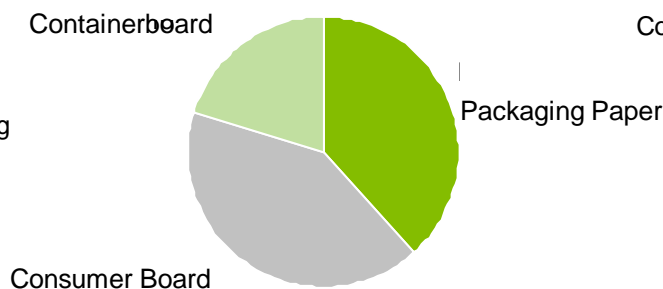


Net sales: SEK 3.1 billion
EBITDA: SEK 0.6 billion
Sales volume: 570 ktonnes

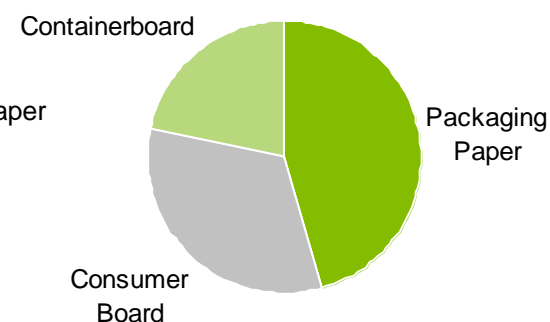
Net sales



EBITDA



Sales volumes



The combined financial information on this slide is not financial pro forma information, and has not been audited or otherwise reviewed by the companies' auditors. Combined net sales for BillerudKorsnäs in 2011 includes the packaging paper business of UPM. Other activities include external sales of forest raw material and pellets, as well as currency hedges. Packaging paper includes market pulp, which accounts for approximately SEK 1.8 billion of combined net sales of packaging paper in 2011 and 343 ktonnes of the sales volume.

INCREASED FOCUS ON CONSUMER SECTORS



**Food &
Beverages**

58%



Industrial

25%



**Consumer &
Luxury Goods**

11%



**Medical &
Hygiene**

6%

Billerud pre Korsnäs transaction

40%

41%

7%

12%

Note. Percentage of net sales in 2011. Breakdown of sales for Korsnäs, estimated, excluding Latgran and Korsnäs Skog. Breakdown of sales for Billerud, excluding the packaging paper business of UPM



FINANCIAL TARGETS

BILLERUDKORSNÄS' FINANCIAL TARGETS OVER A BUSINESS CYCLE ARE:

Operating margin > 10%

**Return on Capital
Employed > 13%**

**Net debt/Equity ratio
< 0.9**

**Dividend policy
50% of net profit**



BILLERUDKORSNÄS

