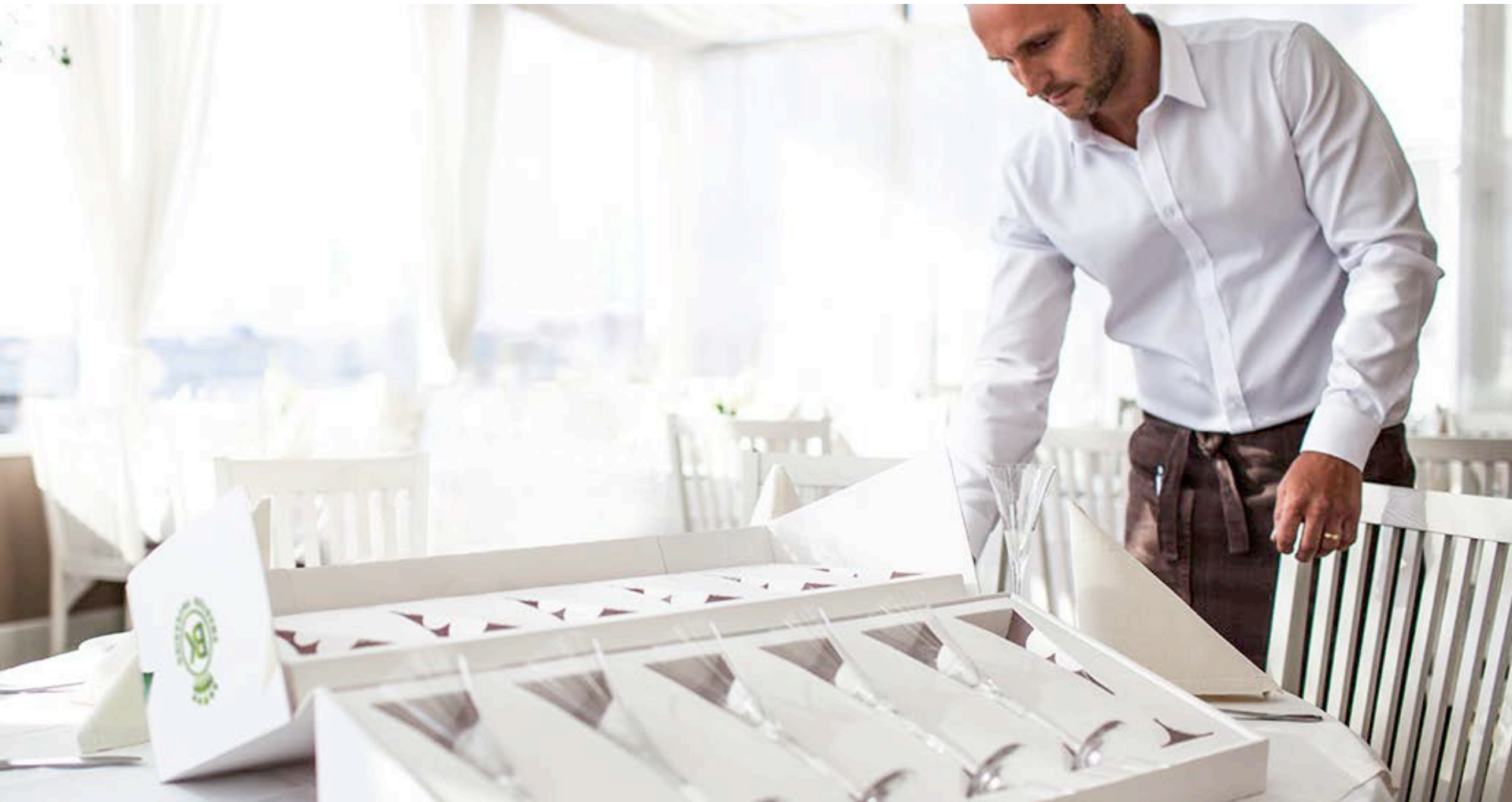




BILLERUDKORSNÄS



BillerudKorsnäs | September 11, 2014

Per Lindberg, CEO and President



BILLERUDKORSNÄS IN FACTS & FIGURES

COMBINED NET
SALES (2012)

20

Billion SEK

COMBINED
OPERATING PROFIT
(2012)

1.3

Billion SEK

8

PRODUCTION UNITS

(packaging paper, consumer board,
containerboard and pulp)

Beetham
Frövi/Rockhammar
Gruvön
Gävle
Karlsborg
Pietarsaari
Skärslacka
Tervasaari

BUSINESS AREAS

39%

PACKAGING PAPER

Share of combined net sales
(2012)

34%

CONSUMER BOARD

Share of combined net sales
(2012)

16%

CONTAINERBOARD

Share of combined net sales
(2012)

A STRONGER PLATFORM
FOR GROWTH AND
PROFITABILITY

WITH A FOCUS ON
CUSTOMER VALUE,
INNOVATION AND
SUSTAINABILITY

CREATING NETWORKS
WITH AN OPEN MIND

4 400

NUMBER OF EMPLOYEES
IN 13 COUNTRIES

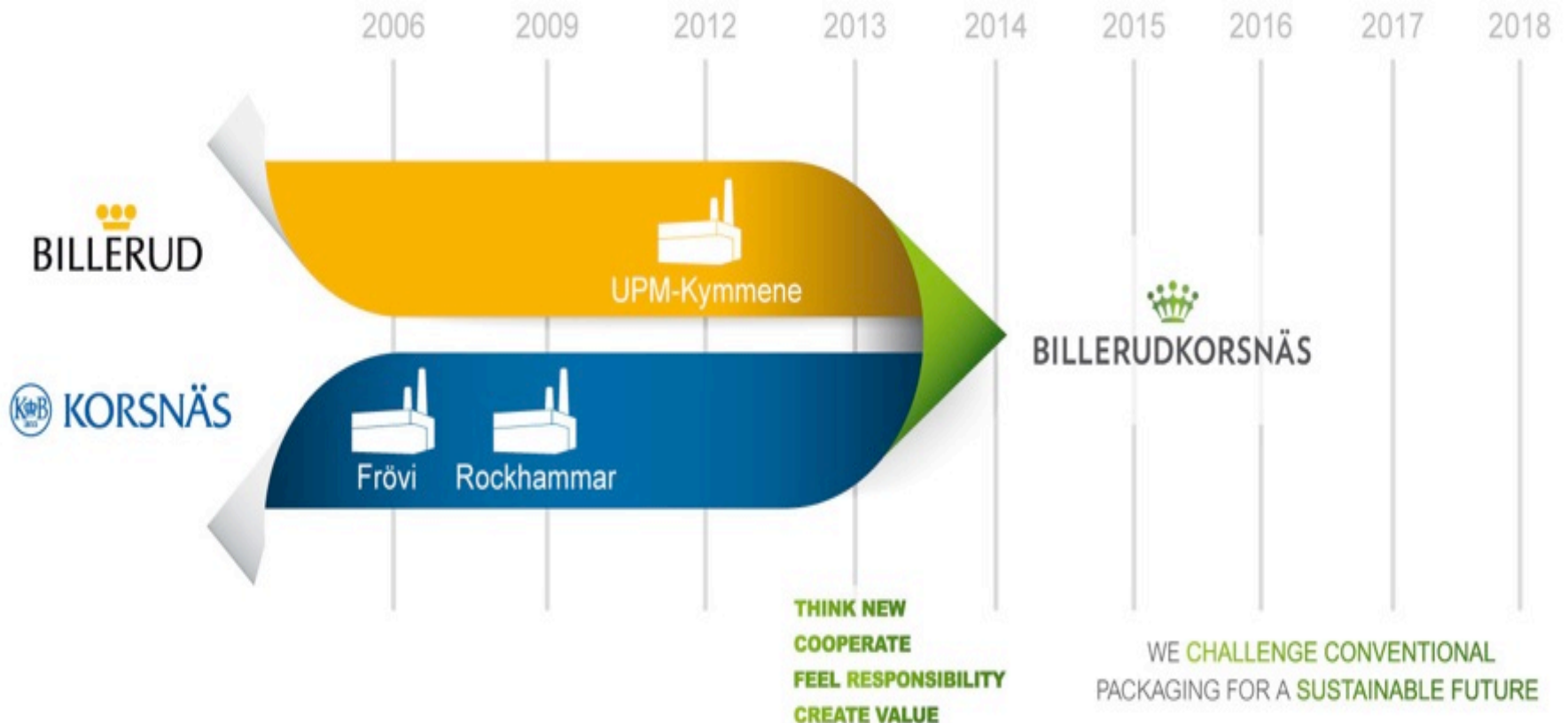


OUR PRODUCTION UNITS



Unit	ktons
BEETHAM	45
FRÖVI/ROCKHAMMAR	430
GRUVÖN	685
GÄVLE	700
PIETARSAARI	200
KARLSBORG	300
SKÄRBLACKA	400
TERVASAARI	100
Total	2,860
LATGRAN	400
Total	400

CREATING A PLATFORM FOR THE FUTURE





KEY ASPECTS

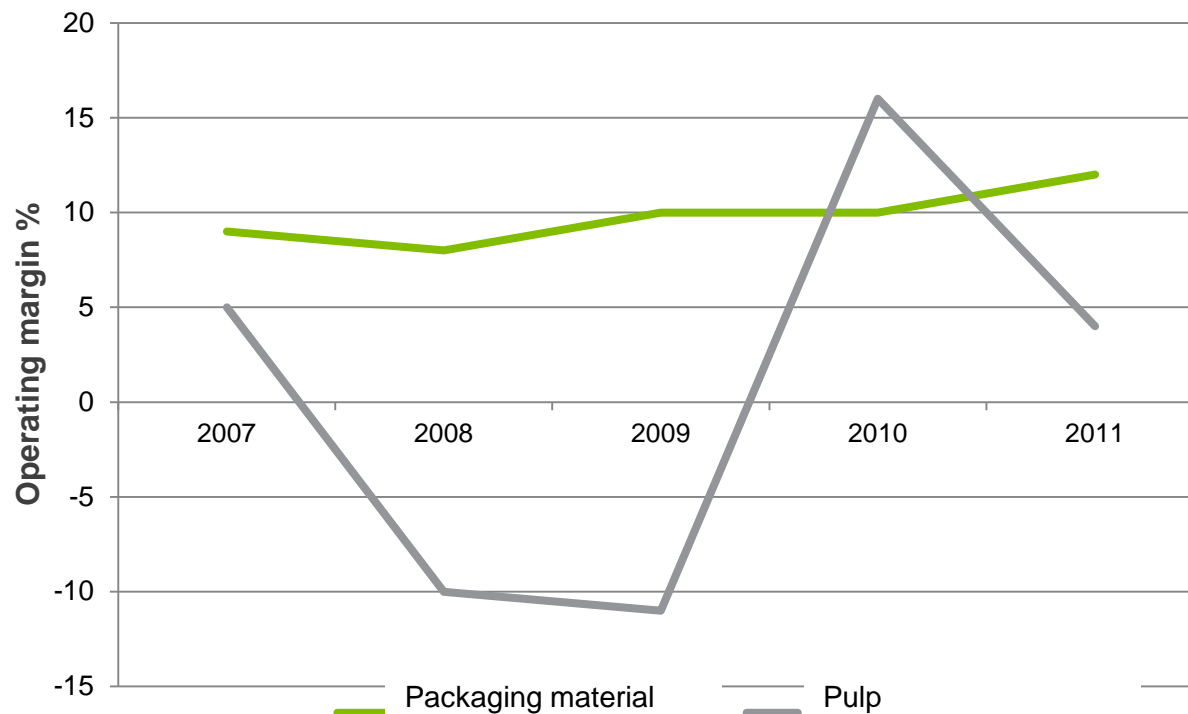
1. Structural fit
2. Early preparation
3. Execution





BILLERUD: STABLE AND INCREASING PACKAGING MARGINS

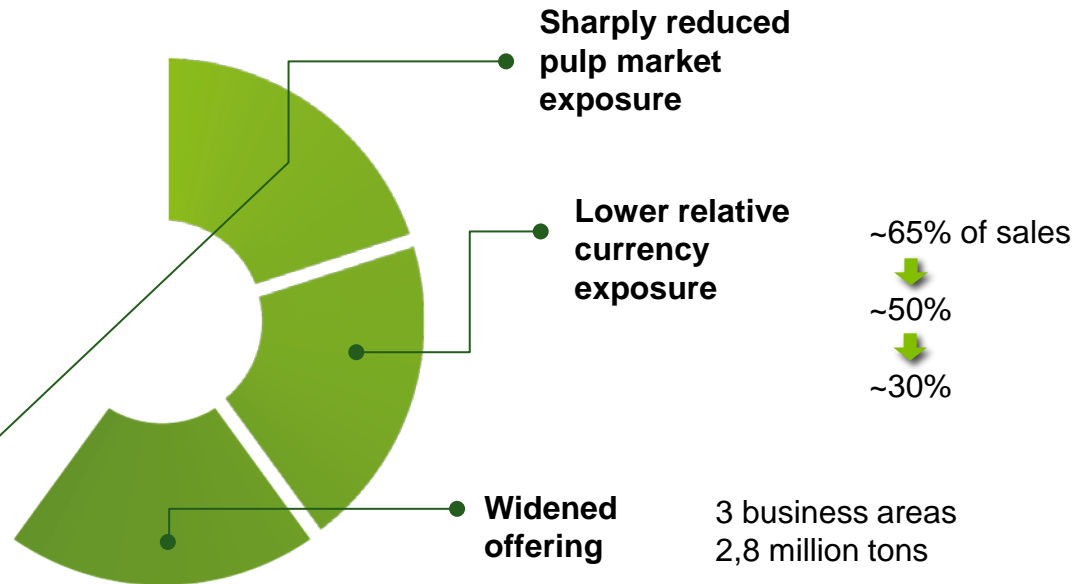
Exposure to the volatility of the pulp market



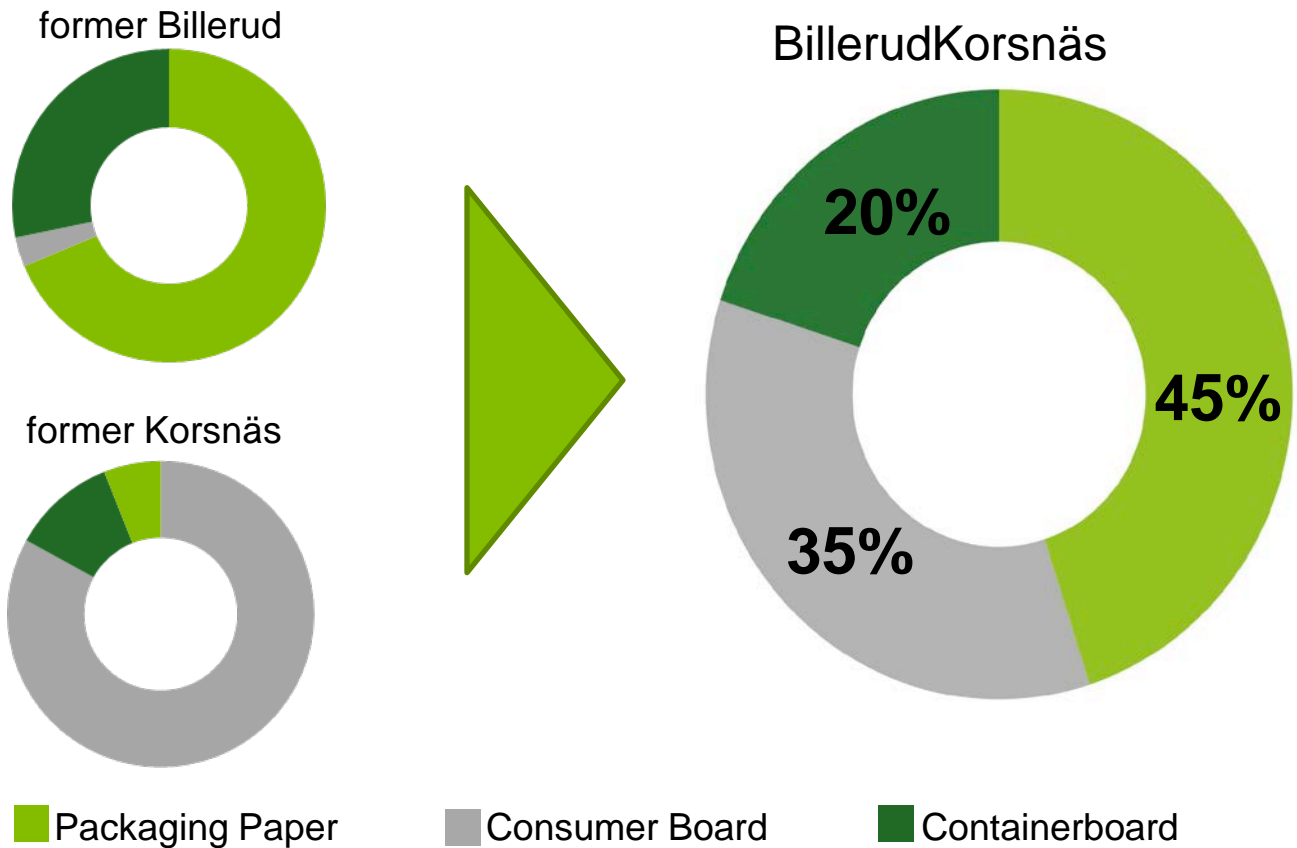


BILLERUDKORSNÄS VS BILLERUD

A STABLE AND STRONGER COMPANY



WIDENED AND IMPROVED OFFERING

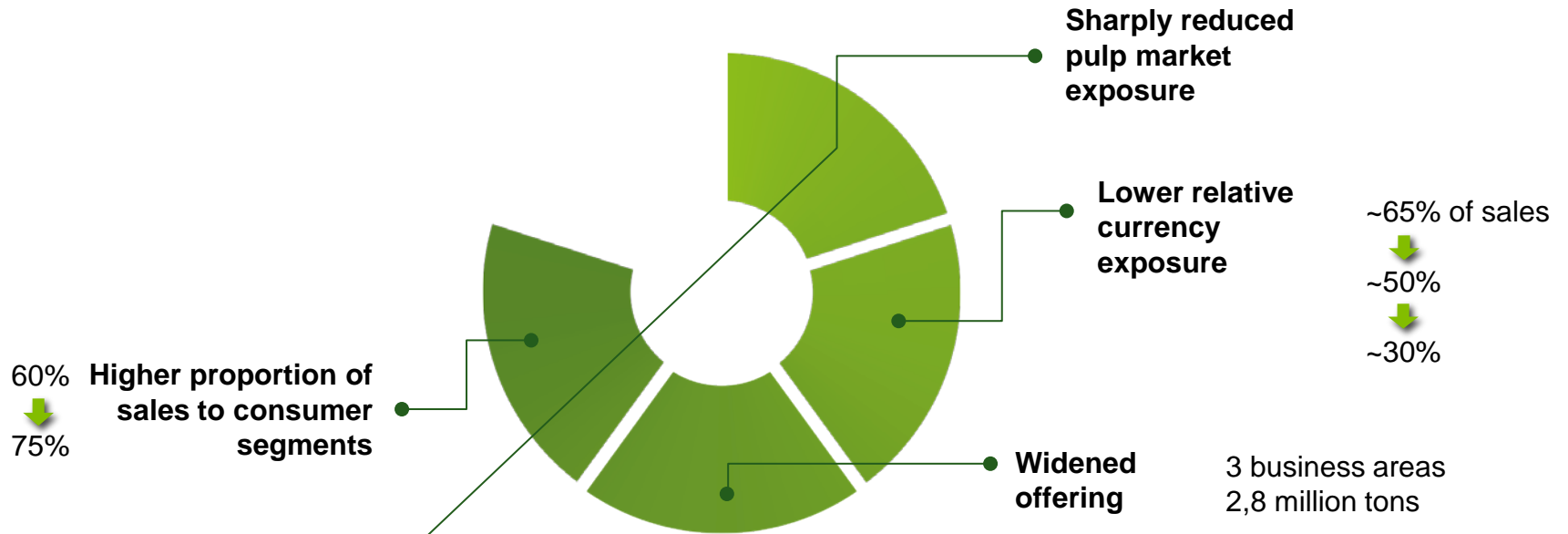


Note: Graphs show breakdown of sales volume per business area.



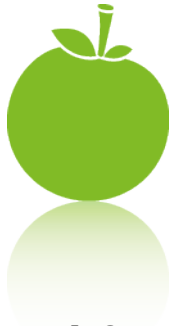
BILLERUDKORSNÄS VS BILLERUD

A STABLE AND STRONGER COMPANY





INCREASED FOCUS ON CONSUMER SECTORS



**Food &
Beverages**

57%



Industrial

26%



**Consumer &
Luxury Goods**

11%



**Medical &
Hygiene**

6%

Billerud pre transaction

40%

41%

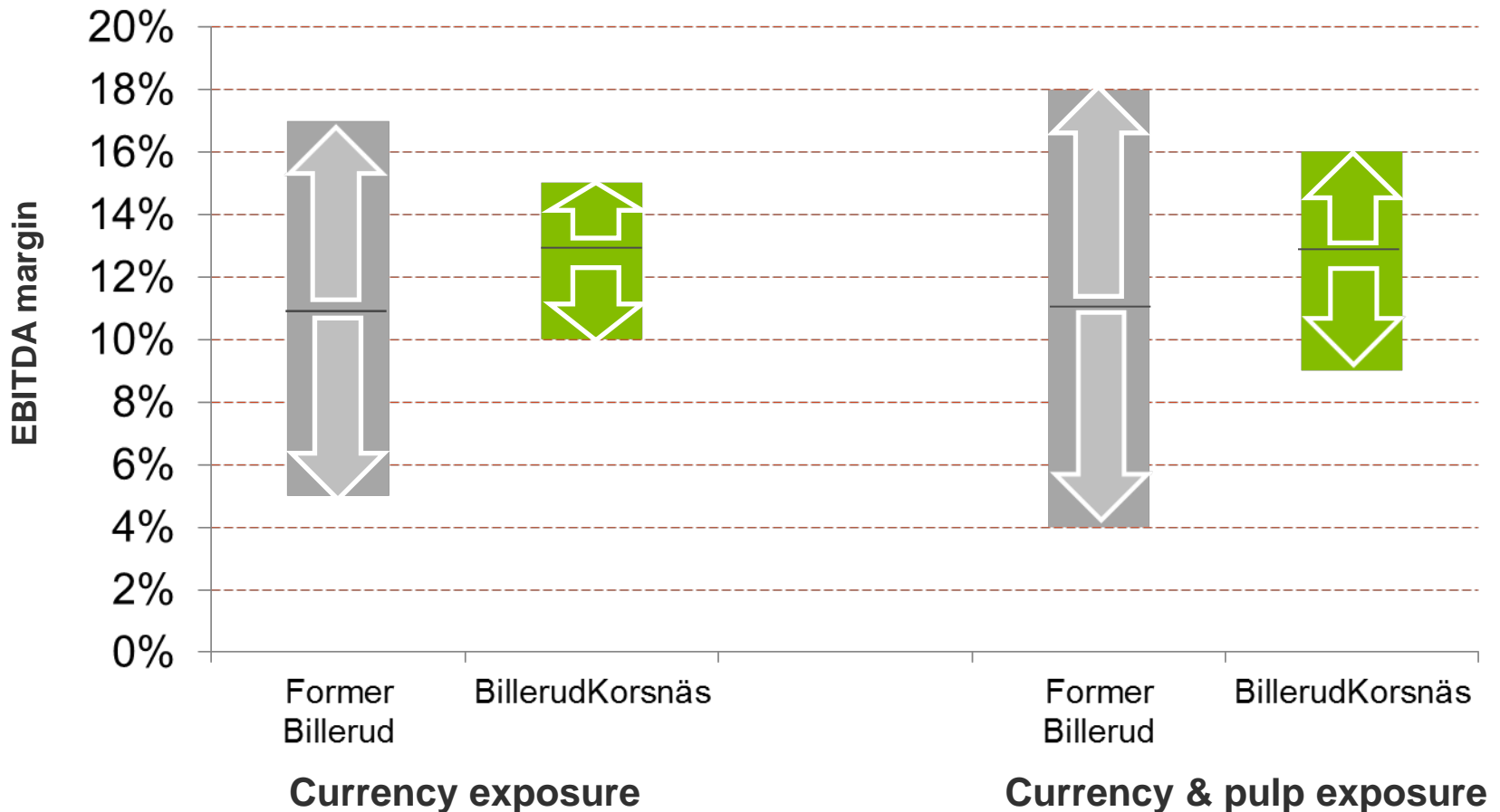
7%

12%



A STRONG PLATFORM WITH INCREASED STABILITY

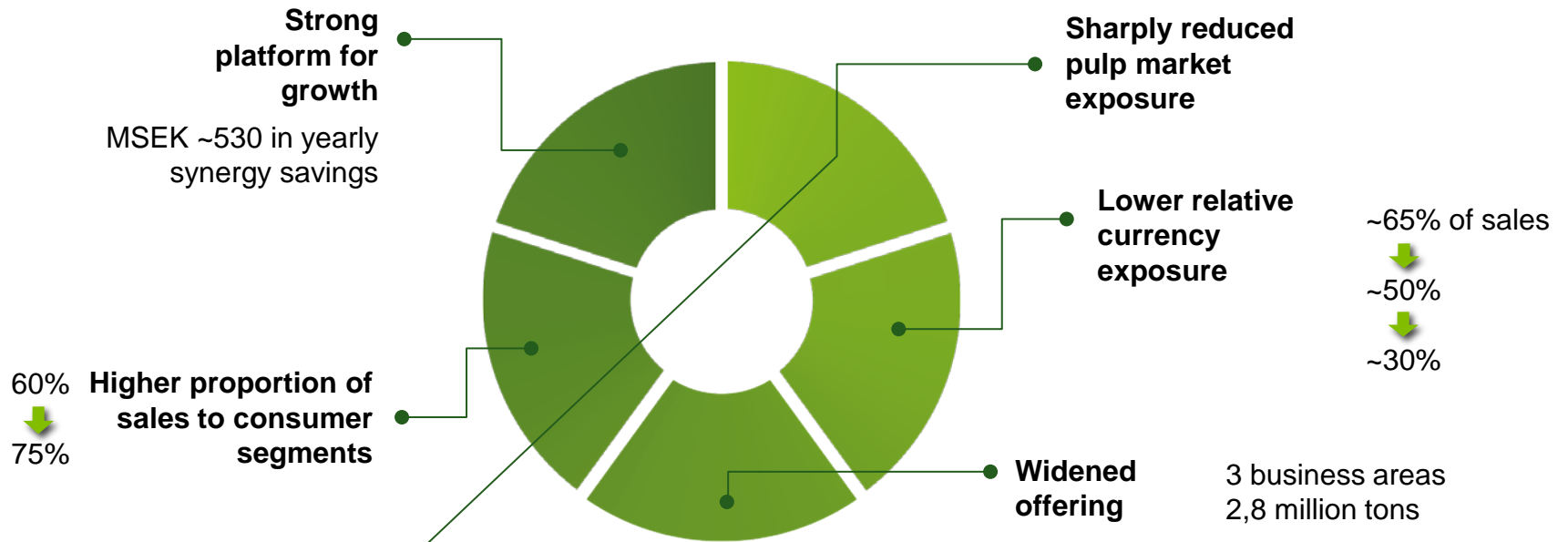
THE TWO ACQUISITIONS IN 2012 RESULTED IN SIGNIFICANTLY REDUCED MARKET PULP EXPOSURE AND LOWER RELATIVE CURRENCY EXPOSURE





BILLERUDKORSNÄS VS BILLERUD A YEAR AGO

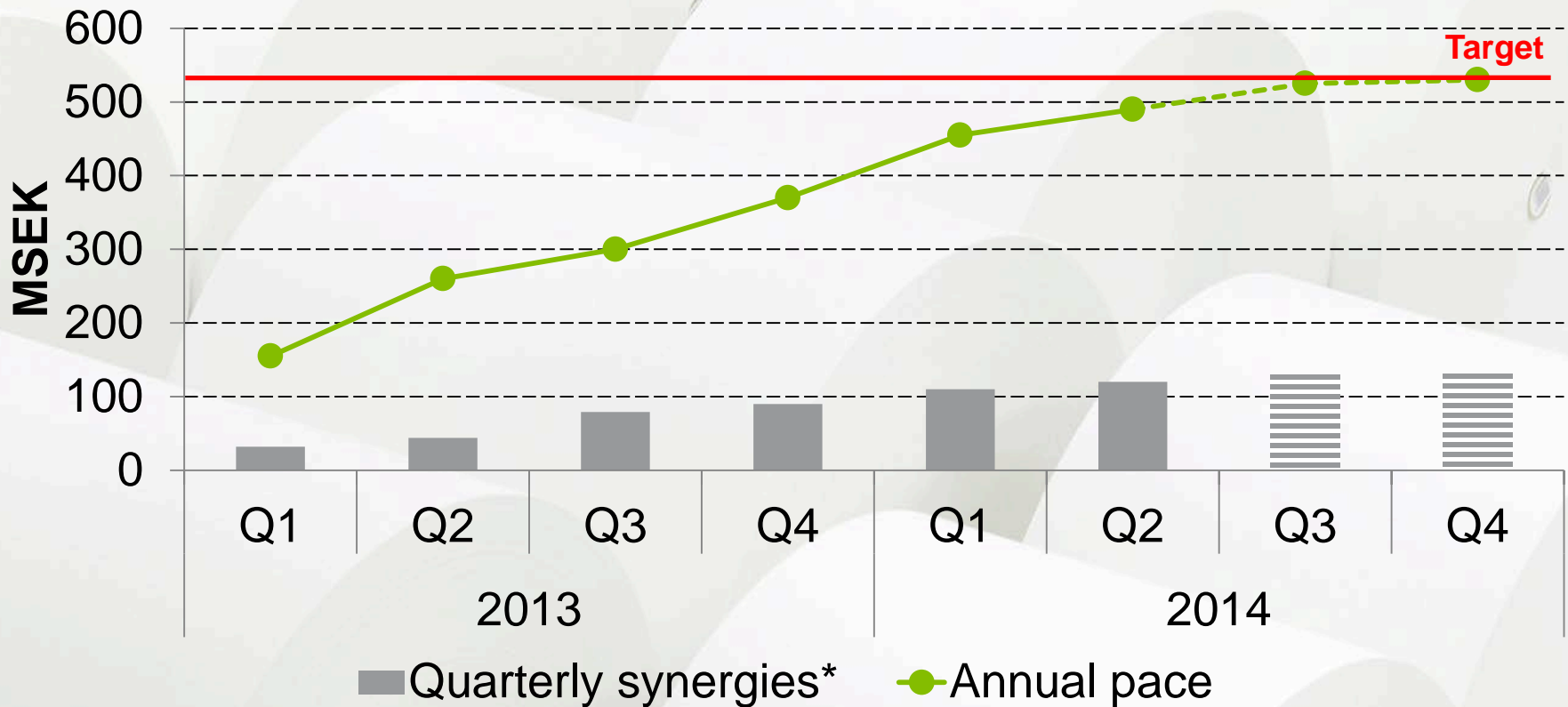
A STABLE AND STRONGER COMPANY





ON TRACK TO REACH SYNERGY TARGETS AHEAD OF PLAN

ANNUAL PACE OF MSEK ~490 AS PER END OF Q2 2014

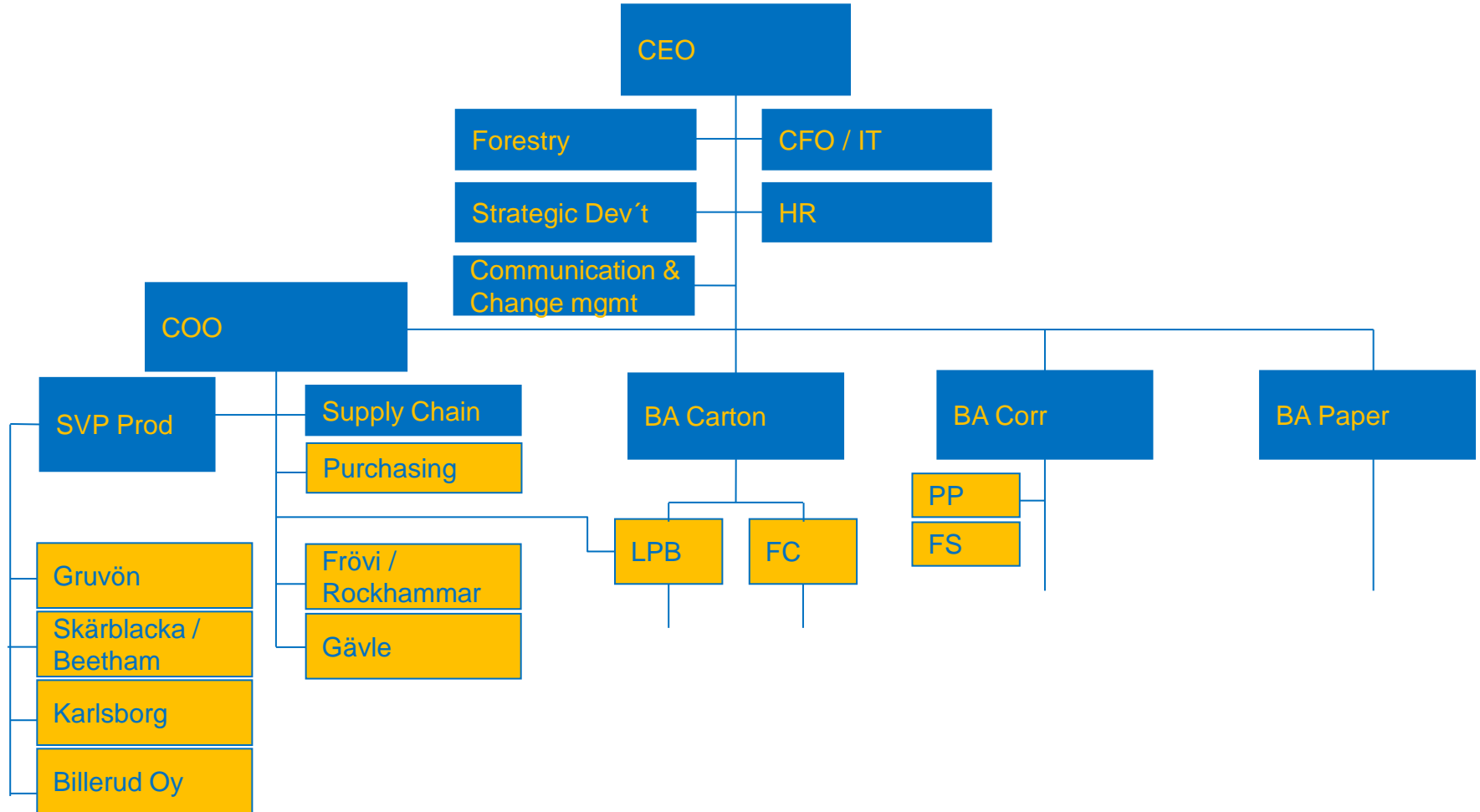


*Synergies and savings realised in the quarter, compared to if the synergy and savings programme had not been initiated.



GROUP ORGANIZATION

NOTE: NOT NEGOTIATED W. UNIONS





OPERATIONAL PRINCIPLES - GENERAL

- **We will operate in a matrix organization. This means;**
 - Overall group profitability shall have priority over local profitability
 - Suboptimal decision shall be avoided
 - Duplication of resources shall be avoided
 - **Focus on group profitability means finding a balance between common processes and local needs**

- **This requires;**
 - Clear allocation of tasks and responsibilities
 - Uniform processes and procedures as far as possible throughout the organization
 - However, standardization of processes should not be driven to its extreme. At a certain point, common solutions and processes will increase costs and decrease flexibility
 - Strike the balance between shared /common processes and efficient mill operation/development
 - Avoidance of internal politics
 - Allocation of resources to site / function where maximum overall efficiency and quality can be achieved
 - Avoidance of internal waste, e.g. internal invoicing
 - Local support resources can perform local service but report centrally
 - Maintaining local union agreements / negotiations (Pappers)

- The operational principles in this document can not resolve all details on the Integration Planning workstreams. Detailed solutions, trade-offs and allocation of resources should be resolved within and between workstreams as far as possible



INTEGRATION PLANNING

WORK STREAMS

Workstream	Billerud	Korsnäs
Organization framework	Per Lindberg	Christer Simrén
Finance	Susanne Lithander	Per Persson
IT	Marcus Brånfelt /ext	Per Persson/Sten Tynander
HR	Karin Hågfeldt	Ulrika Spåls
SCM/Purchasing	Tor Lundqvist /Ivo Fronzaroli	Per Persson
Communication	Elisabet Olin	Ulrika Spåls
Wood supply	Johan Sakari	Uno Brinnen
Technology & Investments	Magnus Wikström	Mats Törnkvist/ Olle Steffner
Market organization (under legal monitoring)	Lennart Eberleh	Anders Gustafson



INTEGRATION PLANNING AND REALIZATION

MINDSET

- This process is not reversible
 - WE HAVE ONE CHANCE TO DO IT RIGHT
- Not us and them
 - IT'S WE
- Open minds
 - LISTEN, LEARN AND IMPROVE THE BEST OF TWO WORLDS
- One company, one set of decisions
 - THERE IS ONLY ONE MANAGEMENT TEAM
 - ACCEPT DEFINED RESPONSIBILITIES
- The first 100 days after closing is crucial
 - EXECUTE AND DELIVER
 - QUICK AND ACCURATE DECISION-MAKING
 - COMMUNICATE AND COLLABORATE



INTEGRATION PLANNING

TIME PLAN OVERVIEW (SIGNING 20/6 2012, CLOSING 29/11 2012)

- Integration planning per workstream
 - 13/8 2012: Start-up
 - 15/9 2012: Preliminary plan delivered incl. targeted synergies / savings
 - 15/9 - 15/10 2012: Assessment of draft plans incl. sum of targeted synergies / savings
Revised targets, work to finalize plans
Project management decision on closing-related actions
 - TBD Closing
Day 1 actions
 - Closing +30 days Final plans, management team decision to implement, proposal to BOD
Start-up of integration implementation project



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