



Building an alternative provider of innovative packaging solutions for global markets

€565m equity invested

60.5% equity stake

Partnerships with long-term

co-investors

(H. Turnauer Foundation & MCP backed by RAG Foundation)

- **International leader** in flexible packaging & labels
- **55** manufacturing sites in **24** countries serving more than **4,000** customers in **140** countries
- **Resilient organic growth** underpinned by ...
- ... **long-term megatrends:**
 - Urbanization
 - Mobility
 - Middle class expansion, smaller households
 - Demand for individual portions, light, eco-friendly & practical packaging

Alexander Baumgartner – CEO of Constantia Flexibles



- **20 years of packaging industry experience**
- Extensive experience in **sales & marketing** activities, **plant operations, restructuring** and **growth strategies**
- Before joining Constantia Flexibles in October 2015, he was **President for Europe of the Beauty & Home Aptargroup** division. Here he played a significant role in leading the Beauty & Home reorganization and developing and implementing a European manufacturing strategy. He has previously worked for Germany's STI Group and Austria's Mayr-Melnhof Group
- He is a graduate of Wirtschaftsuniversität in Vienna and Luigi Bocconi University in Milan



WENDEL



Constantia Flexibles

Alexander Baumgartner, CEO & Stephan Kuehne, CFO

Leading manufacturer of flexible packaging



Serves **multinational corporations** and **local market leaders**

#2 in Europe, **#4** globally

55 production plants
in **24** countries



Headquartered in **Vienna**, Austria

Shareholders:

- **Wendel Group** (~61%),
- **H. Turnauer Stiftung** (~27%)
- **Maxburg Capital Partners** (~11%)

3 divisions :



~44% aluminum-based products

~48% film-based products

~8% paper-based products



€1.9 bn sales (2015)

140 sales countries



>4,000 customers

~10,000 employees

12 busy months as CEO

EBITDA margin improvement

Global **M&A activity**

Strategy review – **Focus 21**

Organizational & managerial changes

Value creation project launched

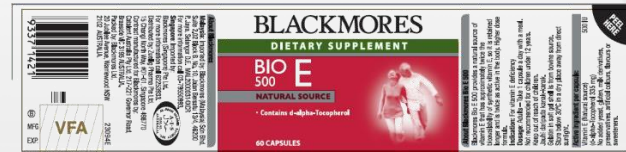
Awards for **sustainability & innovation**



Strengthening position in the Southeast-Asian market

ACQUISITION OF PEMARA

- **Melbourne**-based Pemara
- Annual sales of approx. **€30m**
- Currently more than **300 employees**
- Operates **4 plants** in Australia, Malaysia, Vietnam and Indonesia.
- Supplies to leading national & multinational companies from the consumer goods (FMCG), pharmaceutical, food and beverage sectors across the Asia-Pacific region
- Since **November 2015**



Strengthening position in the African market

ACQUISITION OF AFRIPACK

- **Durban**-based
- Annual sales of approx. **€100m**
- Currently around **1,150 employees**
- **Five plants** in South Africa, one in Kenya and one in Mauritius
- **Second largest** flexible packaging company in South Africa and Sub-Saharan Africa. Also has labels production.
- Since **December 2015**



Strengthening position in the Southeast-Asian market

ACQUISITION OF OAI HUNG

- Headquartered in **Ho Chi Minh City**, Vietnam
- Annual sales of approx. **€25m**
- Currently **240 employees**
- Main products: **aluminum blister foil** and **rigid film** for growing local pharmaceutical market
- Also active in **dairy lidding sector** in last two years
- **State-of-the-art production site** equipped with a clean room that meets high international standards
- Since **July 2016**



New position in the European market

ACQUISITION OF LAMP SAN PROSPERO

- Acquisition of the flexible packaging business owned by Italian company Lamp San Prospero SPA via an asset deal
- **Modena**-based Lamp
- Core products: **printed aluminum blister foil** and **coldform** slitting for major Pharma companies
- Annual sales approx. **€15m**
- Currently approx. **50 employees**
- Lamp gives greater access to Southern European Pharma market and fits in with satellite production concept in Europe
- Since **November 2016**



Folding carton business in Mexico sold

ALUPRINT PLEGADIZOS SOLD

- Constantia Flexibles acquired Aluprint Plegadizos as part of takeover of Globalpack in 2013
- Company located in **San Luis Potosi**, Mexico
- Approximately **600 employees**
- Manufactures folding cartons and high graphics micro-corrugated boxes for the fast moving consumer goods industry in Mexico, the U.S., Canada, Central America and the Caribbean
- Sold in **November 2016**



In-mould labels investment in USA

VERSTRAETE IN-MOULD LABELS

- New site in **Clarksville, Tennessee**
- **First international site** for global IML leader
- North America is the **IML market with the best growth potential**
- Reduced infrastructure and overhead cost due to close collaboration with existing labels plant
- Operational **Q4 2017**
- 55 jobs to be created
- Total investment: **€18.5m** over three years, financed out of cash flow



Stephan Kuehne appointed as new CFO

CFO since August 2016

Previous positions

- Managing Director & CFO of **Intersnack Group** GmbH & Co. KG, Düsseldorf (since 2011)
 - European market leader for savory snack foods
 - Annual turnover of €2.3bn
 - 28 manufacturing sites
 - 8,500 employees
- Deutsche Messe AG in Hannover, Germany – Member of the Executive Board and CFO
- Kloeckner Pentaplast of America, Inc. in Gordonsville/VA, USA – CFO



Successful repricing

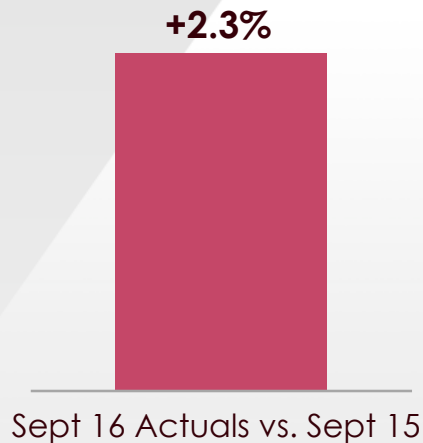
Term Loan B

- Repricing, amendment and upsizing of covenant-lite cross-border Term Loan B facilities
- Amendments to **€1.2bn** syndicated loan facilities and reduce margin on its **€660m** EUR Term Loan to **Euribor* + 300 bps** (from Euribor + 375 bps)
- US Dollar Tranche upsized to **\$250mm** and repriced to **Libor* + 300 bps** (from Libor + 375 bps)
- Company is rated **B+/B1** by S&P and Moody's
- Supported by strong interest from investors, both the Euro and US Dollar tranches were substantially oversubscribed
- Annual interest savings of **€7 million**



In 2016, a favorable product mix (PSL and Pharma products) drives sales growth and profitability, and covers for slow-down in volume compared to prior year

NET SALES GROWTH ¹



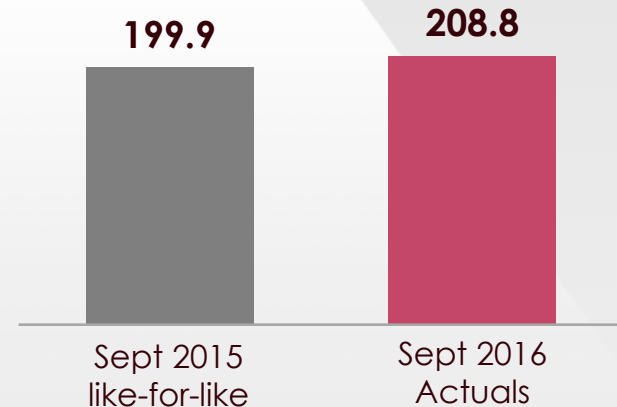
Volume

+1.0%

Price/Mix

+1.3%

OPERATIVE EBITDA ² (IN € M)



EBITDA margin

14.0%

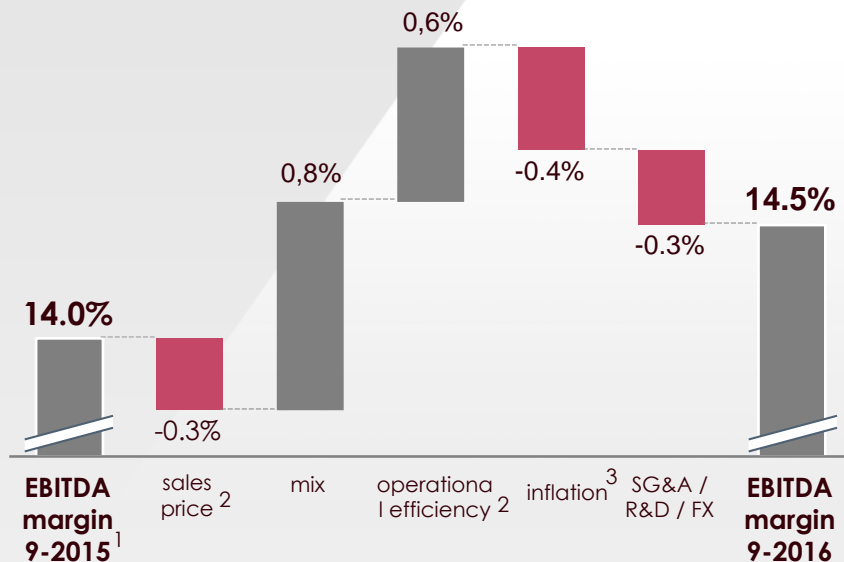
14.5%

¹ Sales growth 2016 adjusted for FX translation impacts

² Operative EBITDA 2015 is presented on a like-for-like basis i.e. excluding latest acquisitions that could have a slightly dilutive impact in the first months of integration.

Profit margin gains relate to the successful transition to PSL business and an increasing share of high margin Pharma products

Profit margin reconciliation year-to-date



Key messages

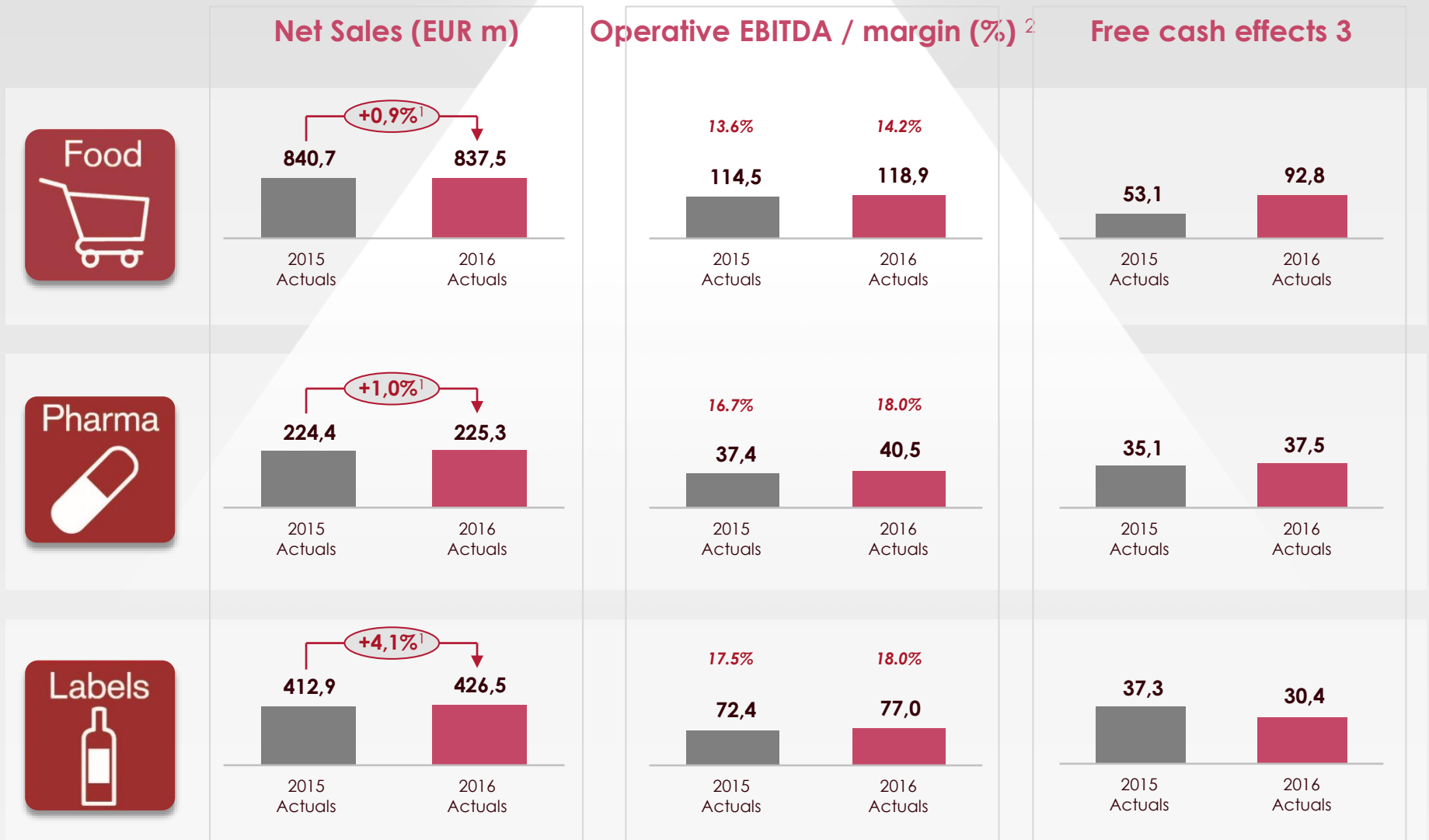
- **Sales prices** impacted by price reductions at **key customers** (mainly ABL, Heineken, PepsiCo, Mars)
- Positive **mix** impacts due to
 - **Successful switch** from Paper Labels to Pressure-sensitive Labels business
 - **Disproportionate growth** of high margin Pharma products
 - Product **portfolio optimization** programs in Food Europe
- **SG&A** costs are mainly impacted by one-off items and FX transaction impacts

¹ figures are presented on a like-for-like basis. Operative EBITDA 2015 excludes latest acquisitions that could have a slightly dilutive impact in the first months of integration.

² net of LME impact

³ related to personnel costs

9M 2016 - Food: high growth with film products in North America and product prioritization initiatives in Europe; **Pharma:** high-margin products; **Labels:** ongoing transition from Paper Labels to PSL



¹ Sales growth 2016 YTD adjusted for FX translation impacts

² 2015 operative EBITDA is presented on a comparable basis (excl. Wendel first consolidation impact)

³ calculated as operative EBITDA – change in trade working capital – CAPEX cash-out

'Print 4.0'

Digital printing is already shaping the industry



- **Digital printing opens the doors to digitalized production with worldwide quality standards**
- Same printing result and final product quality worldwide for global customers
- **Quick turnaround saves costs and enables faster and especially more flexible production**
- **Cloud solutions increase flexibility**
- Unlimited motives can be printed around the globe from different operators
- **Personalized and individual designs**
- **Trend to short production runs**

First Plants with Digital Printing

Constantia Flexibles Cwmboran



- We have digital printing in **Australia, Malaysia and UK** – all in Labels division
- Latest HP Indigo printer in UK focused on **Pressure Sensitive Labels**
- Projects for **Flexibles Packaging and Blister Foil Digital Printing** ongoing



Profitable and sustainable
growth by focusing
on attractive
end-markets worldwide

**We focus on selective end-markets
in attractive regions with our customers**

Defend and extend leading positions

Leverage innovation and advanced capabilities

North America



- ① Confectionery foil
- ① Processed meat foil
- ① Snacks film (Mexico)



- ② Blister lidding foil
- ② Coldform foil
- ② Contact lenses lidding



- ① Beer – PSL
- ① Soft drinks & water – PSL

Europe

- ① Dairy yoghurt lidding foil
- ② Dairy yoghurt lidding film
- ② Dairy melted cheese foil
- ① Confectionery foil
- ① Processed meat foil (alu-container systems)

- ① Blister lidding foil
- ① Coldform foil
- ② Contact lenses lidding
- ② Pharma laminates / specials
- ② HPC sachets specialties

- ① Beer – PSL
- ① IML

Rest of the world

- ① Dairy yoghurt lidding foil & film (Russia)
- ① Confectionery foil (Russia & Turkey)
- ① Processed food (Turkey)

Greater ambitions

Develop promising positions through investments worldwide

| | North America | Europe | Rest of the world |
|--------|--|---|--|
| Food | <ul style="list-style-type: none"> • Dairy yoghurt lidding foil • Dairy yoghurt lidding film • Confectionery film • Processed food coffee foil • Processed food dry | <ul style="list-style-type: none"> • Confectionery film • Processed food coffee foil • Processed food dry/ wet (pouches) • Processed meat film • Snacks film | <ul style="list-style-type: none"> • Confectionery film • Processed food film • Snacks film |
| Pharma | <ul style="list-style-type: none"> • Pharma laminates / specials • Home & Personal Care (HPC) sachets specialties | | <ul style="list-style-type: none"> • Blister lidding foil³ • Cold form foil^{3,2} |
| Labels | <ul style="list-style-type: none"> • Wine & spirits – PSL • IML • HPC – PSL | <ul style="list-style-type: none"> • Wine & spirits – PSL • Soft drinks & water – sleeves² • Soft drinks & water – PSL • HPC – PSL | <ul style="list-style-type: none"> • Beer – PSL • Soft drinks & water – film wraps² • Soft drinks & water – sleeves^{1, 2} • IML • HPC – PSL |

¹Incl. other non-alcoholic beverages (e.g. dairy)

²Esp. Africa,

³SEA based on Oai Hung (LATAM with partnership Novaprint)

Focused M&A in flexible packaging



Market Position

Nr. 4 globally
Nr. 2 in Europe
Nr. 1 in Mexico
Nr. 2 in Sub-Saharan Africa
Key Player in India
Niche Portfolio leader in USA

**Focus for
mid-term
Expansion**

- ➔ Top 3 in India
- ➔ Strengthen position in South East Asia
- ➔ Expand in US
- ➔ Strengthen film know-how

We want to develop promising follower positions and to close gaps in our portfolio

FOCUS 21 value creation

Differentiation and excellence to implement the new strategy

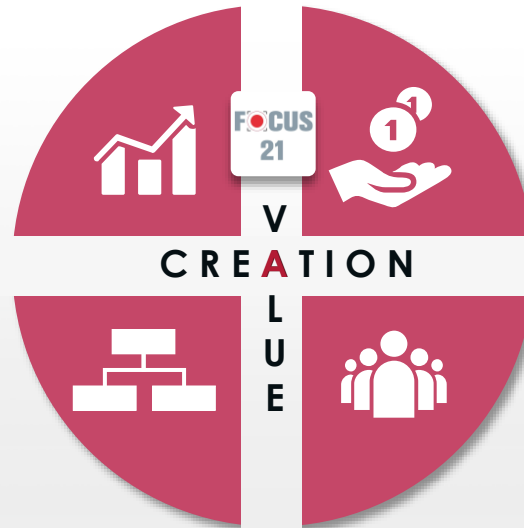


Commercial excellence

- Innovation process (incl. film capabilities)
- Sales excellence (incl. GKA approach)
- Pricing (margin management)

Organizational structure

- Effective organizational set-up
- Improved, agile core business processes
- HSSE/ Sustainability now under CEO
- Turkey now under Food Europe
- Food EM renamed as Food CAA



Cost leadership:

- Operational/manufacturing excellence
- Complexity reduction and purchasing optimization
- Supply chain and cash management

Top talent

- Talent pipeline to develop future leaders
- Diverse workforce with international experience
- Remuneration systems driving and rewarding performance



Integration and consolidation
of recently-acquired businesses



Effective cost-management /
Operational Excellence

Health, Safety, Security & Environment (HSSE)



Expansion of product portfolio
through innovative solutions



Profitable growth in selective markets

Thank You!

PEOPLE

PASSION

PACKAGING





WENDEL



Investor Day

December 1, 2016