

# Smurfit Kappa Group

*Ian Curley, Group CFO*

*Davy Irish Equity Market Conference – January 2009*



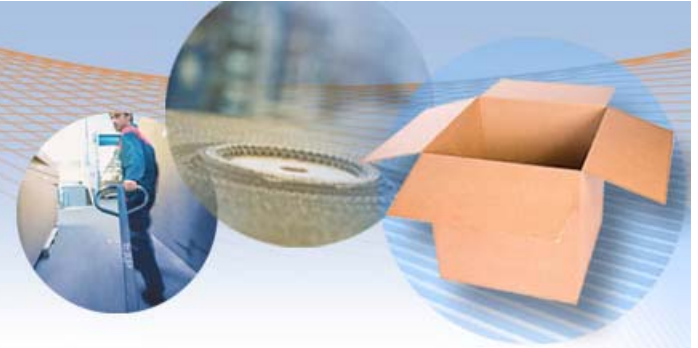
 **Smurfit Kappa Group**

# Agenda



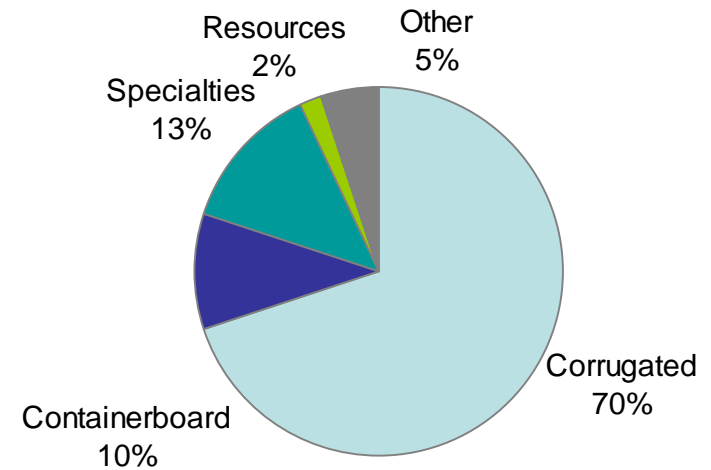
- Industry evolution
- Resilient operating model
- Focus on debt paydown
- Outlook

# SKG at a Glance



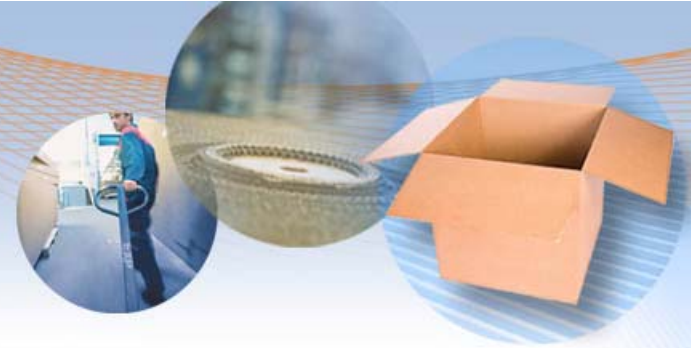
- Corrugated packaging : A growth industry
  - European corrugated demand tracks GDP
- Market leader, geographic diversity
- Enhanced earnings stability through integration
- Superior growth and profitability in Latin America

**SKG sales by product type (2007)**



Source: Company data. Based on net sales of €7.3bn

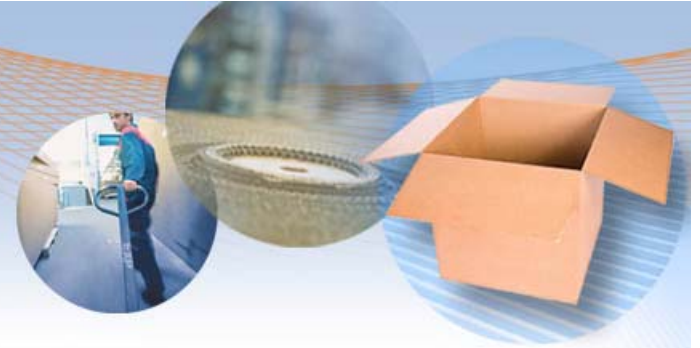
## 2007 | Strong markets



- Positive supply/demand balance
  - 10% of European capacity closed between 2005 and 2006
  - Demand growth > 2%
- Increasing input costs
  - OCC : driven by sustained Chinese demand
  - Energy : driven by higher oil prices
- Strong containerboard pricing momentum and increased margins
- Box margins under pressure, as recovery of higher containerboard prices takes up to 6 months

**Supply/demand in balance : positive market for containerboard**

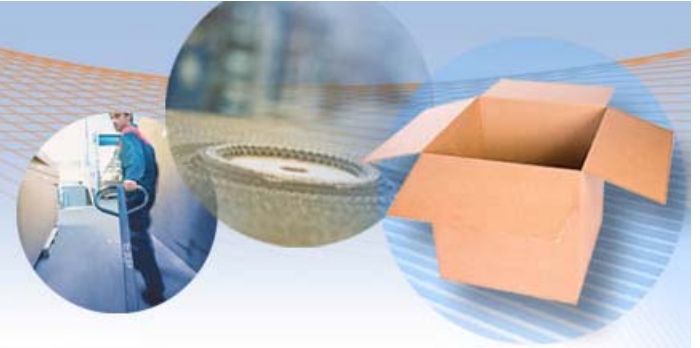
## 2008 | Sharp drop



- Slowing demand
- Further input cost increases, especially for energy
- Inventory overhang despite ongoing downtime
- Sharp fall of containerboard prices led to margin compression
- Box prices holding-up, but under increasing pressure

**2008 Industry actions:**  
**Increasing downtime & capacity closures. Delay start-up of some new paper machines**

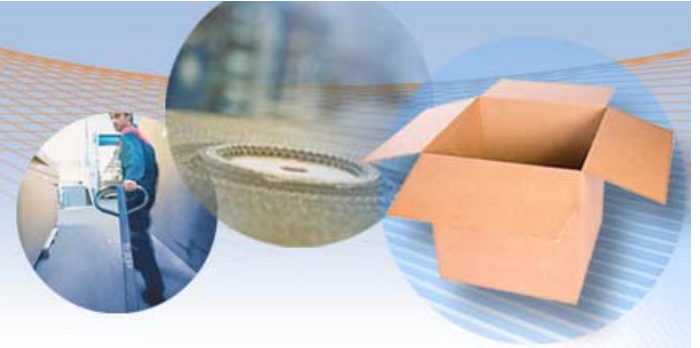
# Industry Challenges in 2009/10



- Recycled Containerboard capacity to increase by c. 7% net between 2008-10 \*
  - Capacity expansion decisions taken in 2006/07
  
- New capacity will hit the market in 2009/10
  - Expected demand growth did not materialise
  - Expected pricing levels will not be experienced
  - Expected returns will not be delivered
  
- Majority of the new capacity will not be integrated
  - Likely to generate volume-driven strategies in Recycled Containerboard

\* European net capacity increase based on capacity additions/closures formally announced on 2 January, 2009

## How will the overhang be solved?



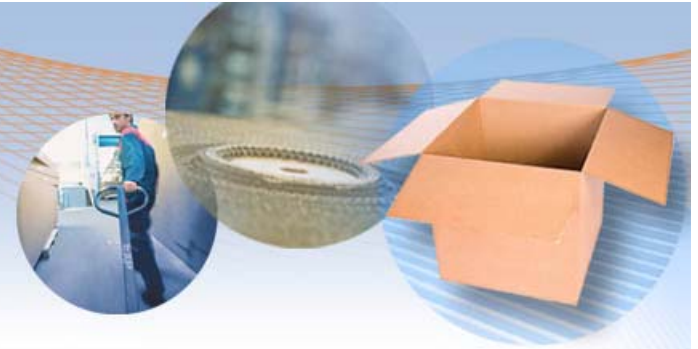
- Positive macro factors
- Accelerated downtime
- Further high cost capacity closures
- Financial difficulties for high cost producers

Downstream integration a key advantage in a challenging paper market

# Resilient operating model

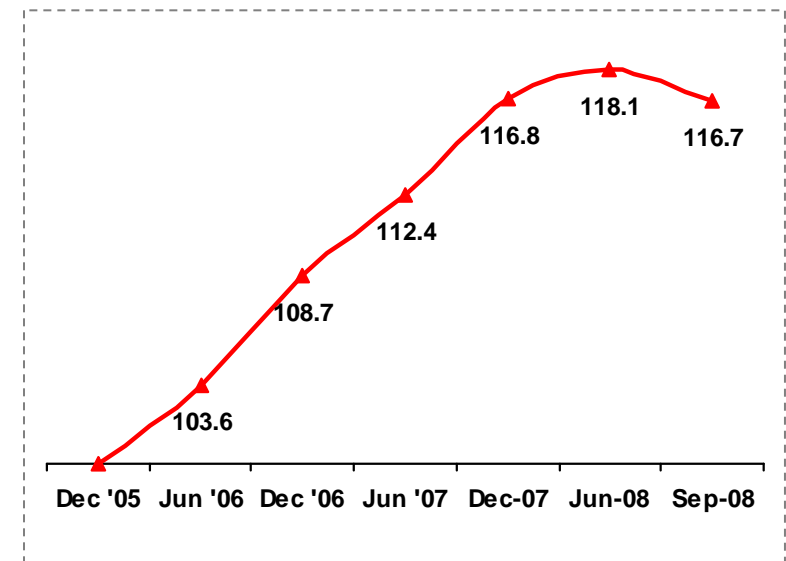


# Resilient downstream corrugated business

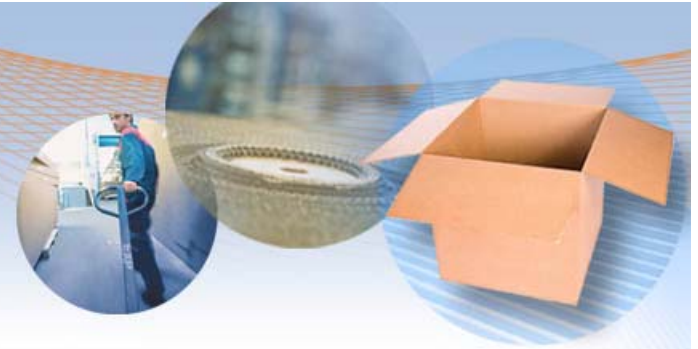


- Positive demand profile
  - Unique Pan-European offering to customers
  - 60% of customers in Food & Beverage
- Unique set of tools to constantly improve quality of service to our customers
- Corrugated pricing focus
  - Corrugated pricing less volatile through the Industry cycle

**SKG Corrugated Pricing Evolution**

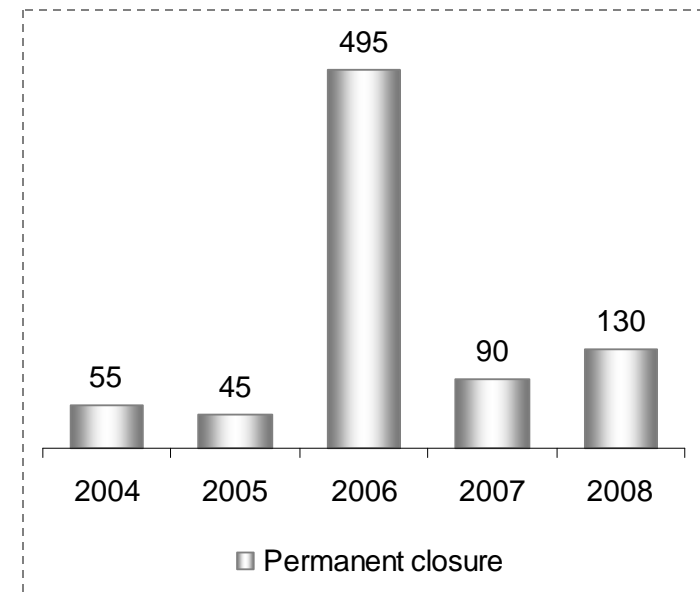


# Lower cost, integrated Recycled containerboard capacity



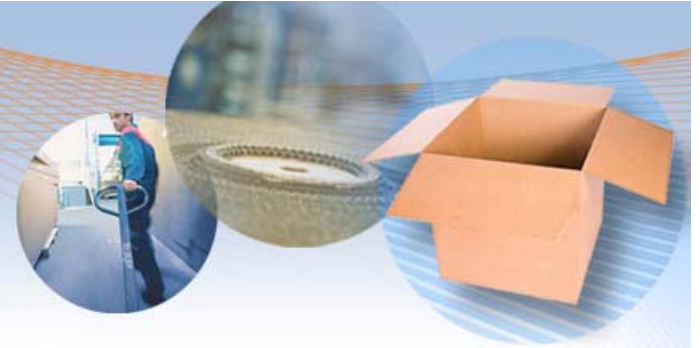
- Lower cost integrated system
  - 20% of capacity closed in past 3 years
  - Optimised integrated flows
  - System competitive in current environment
- Continuous active supply management
  - Permanent closure of 130ktons in July 2008
  - Market downtime over 150ktons in 2008
- Increasing capacity closures across industry

**SKG Capacity closures ('000 tons)**



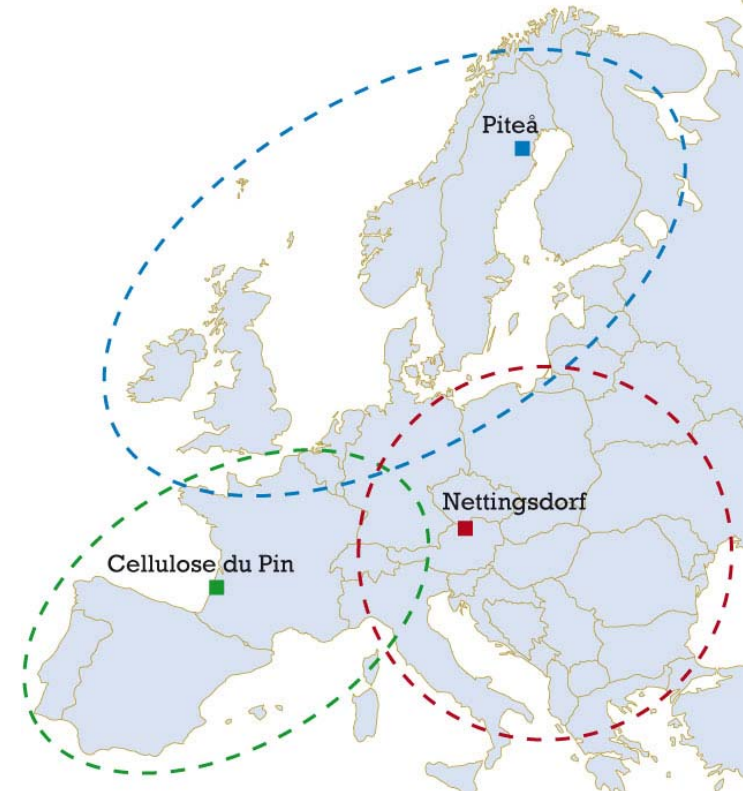
Source: company data, 2006 figure includes grades switch

# Most advanced Kraftliner system in Europe

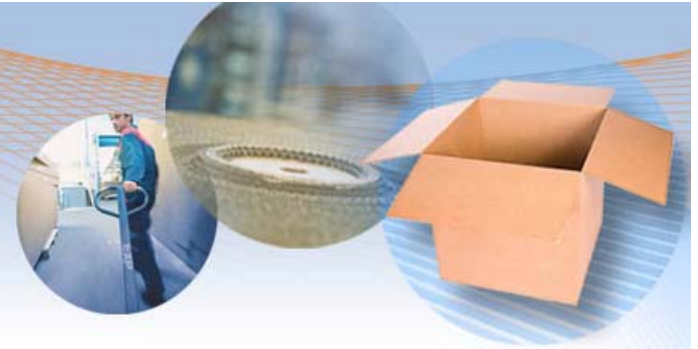


## SKG kraftliner mill system

- SKG clear leader, especially in White-Top
- Significant barriers to entry
- Ideal locations close to raw materials & end markets
- Stronger US\$ positive catalyst

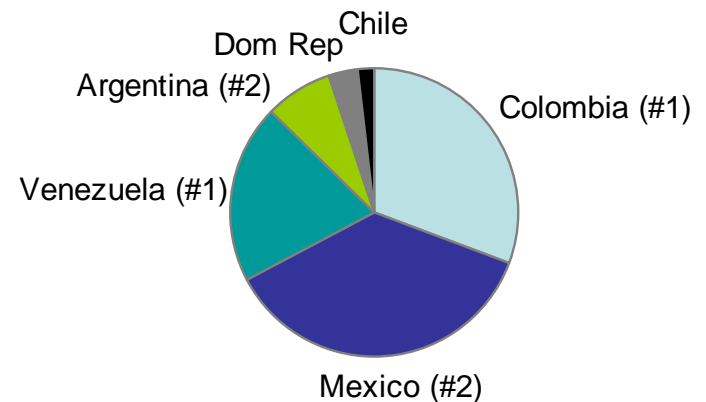


# Superior performance in Latin America

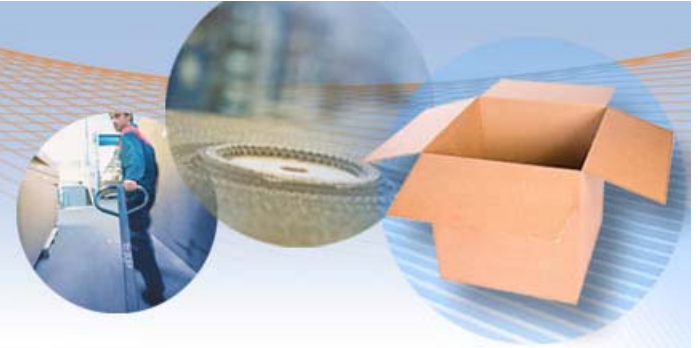


- Leading market positions, local management
- Portfolio of businesses and markets
- Highly consolidated markets, significant barriers to entry
- Continued superior profitability
- Approximately 17% of Group's overall EBITDA

## Unique pan-Regional presence



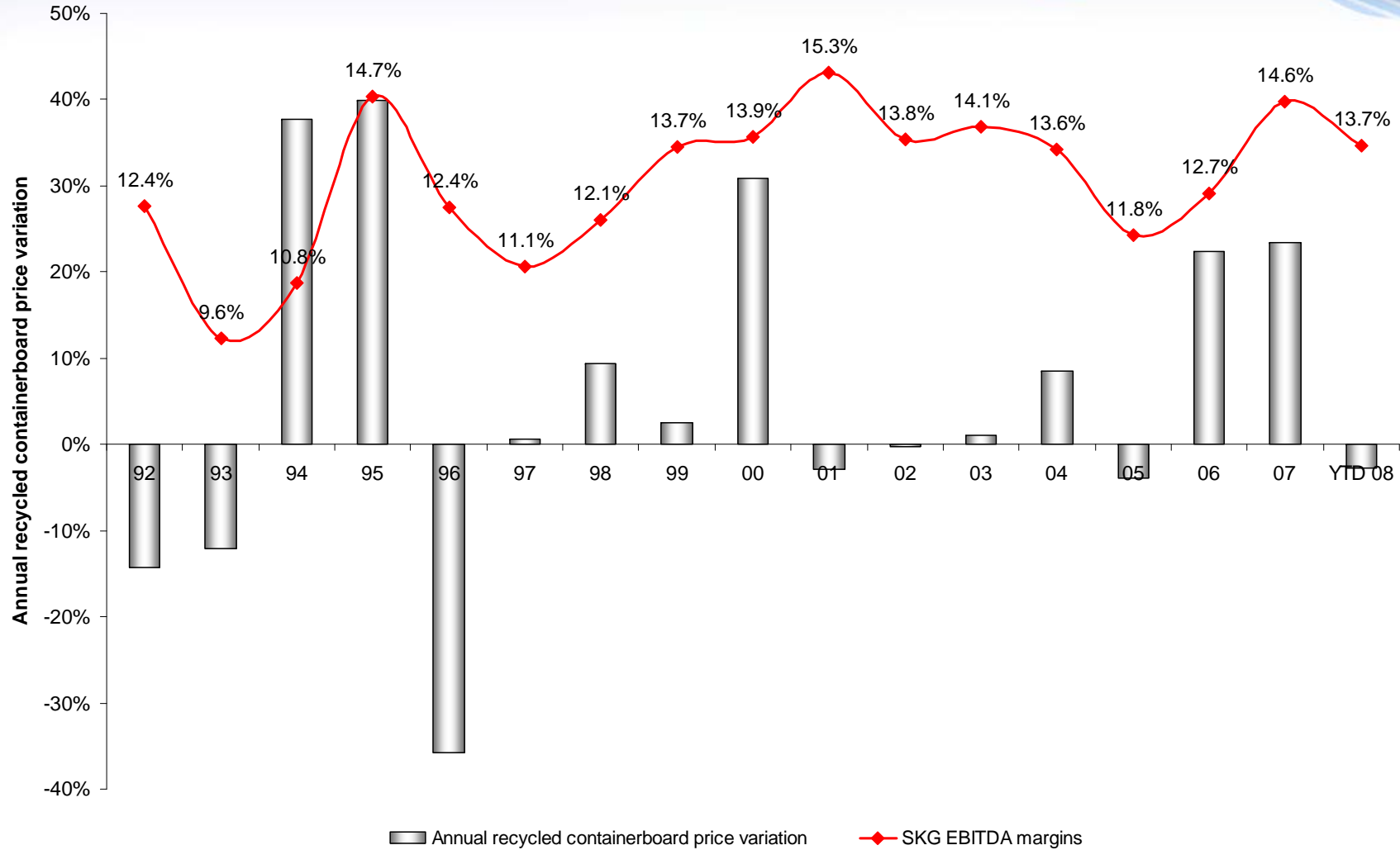
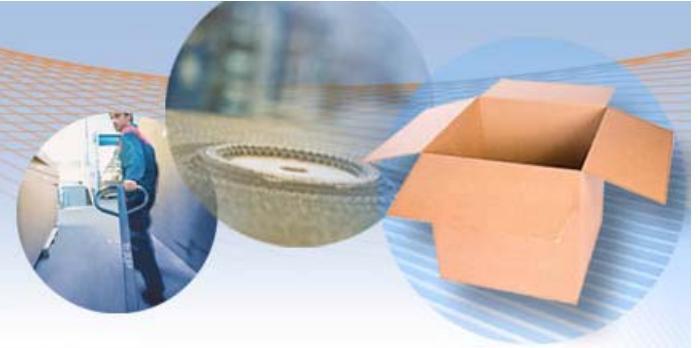
## Relentless focus on cost reduction



- €180 million of synergies generated from 2006 to 2008
- New cost take-out program for up to €160 million by 2010

YTD September	Underlying cost movement (2008 vs. 2007)
OCC	5%
Energy	14%
Wood	6%
Labour	1.5%
Distribution	1%
<b>Expected cost increase for 2008</b> <i>(excl. fibre &amp; energy)</i>	<b>2.5%</b>

# Resilient margins through the cycle



Source: RISI, company

# Focus on debt paydown

people  
innovative  
market leader  
latin america  
europe  
growth  
integrated

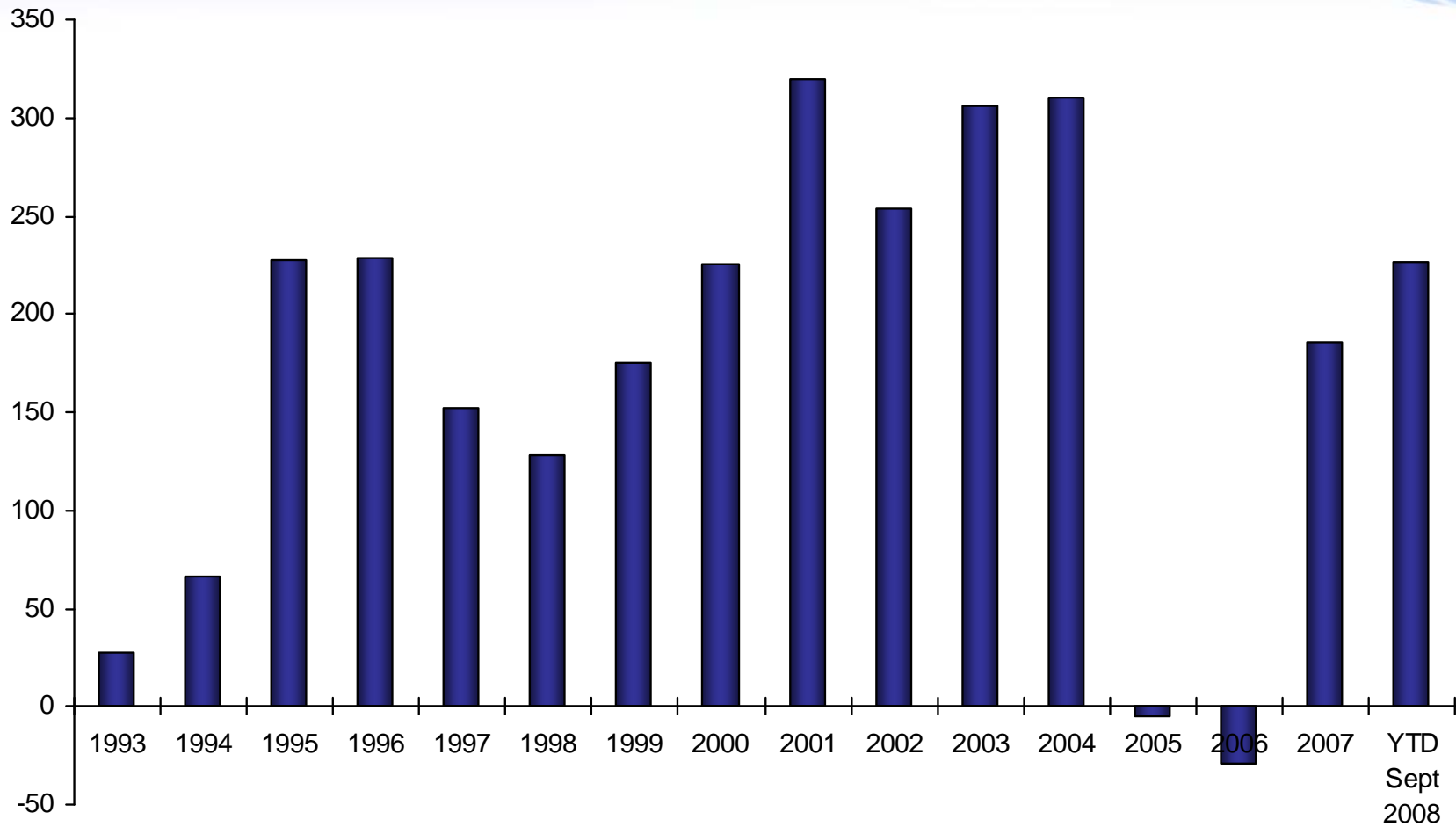
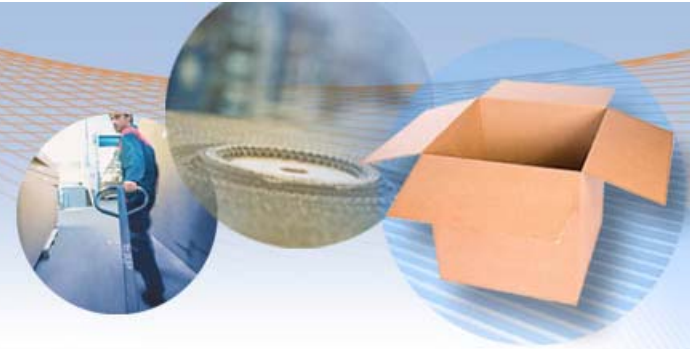
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## Free cash flow generation through the industry cycle



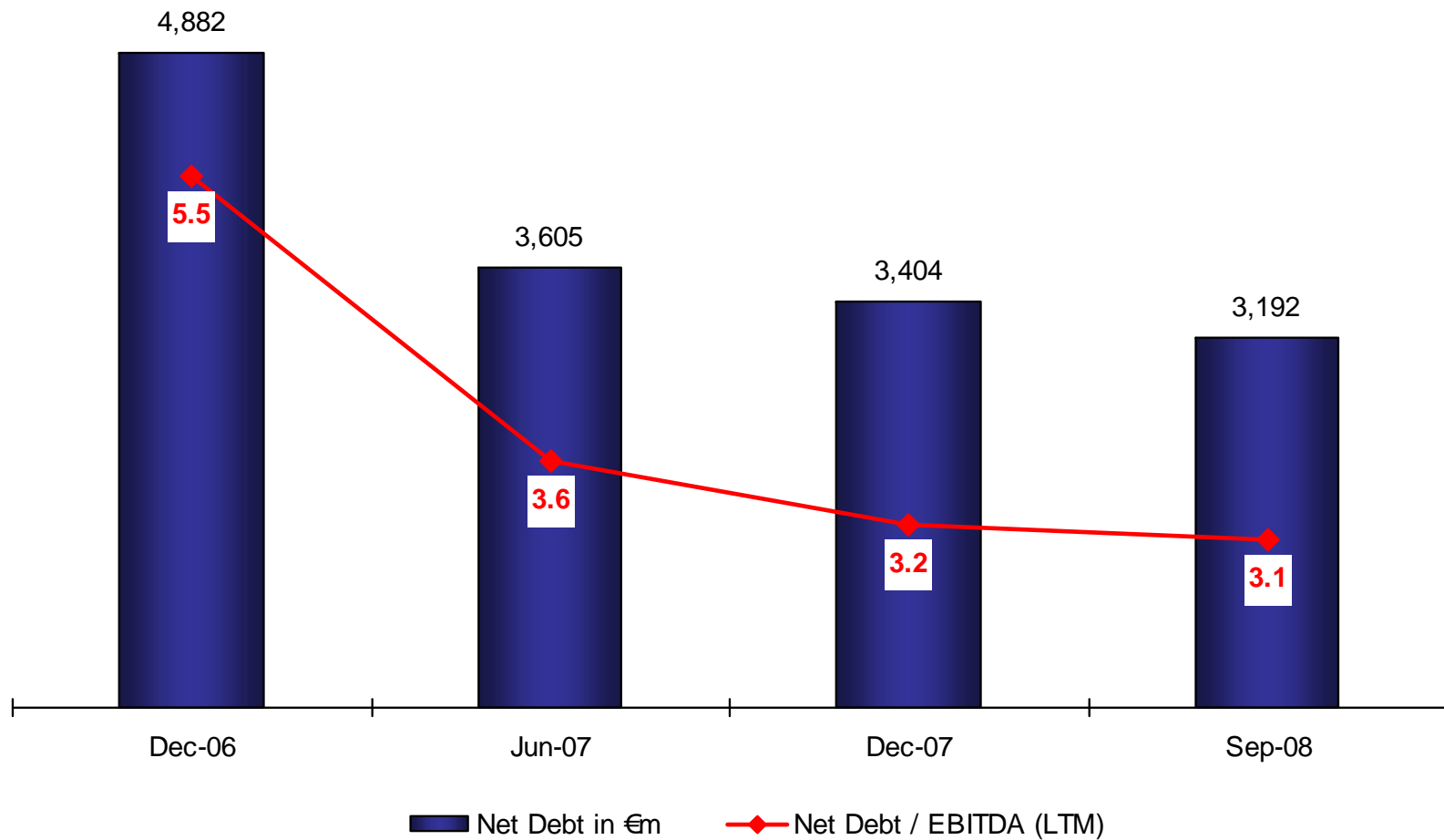
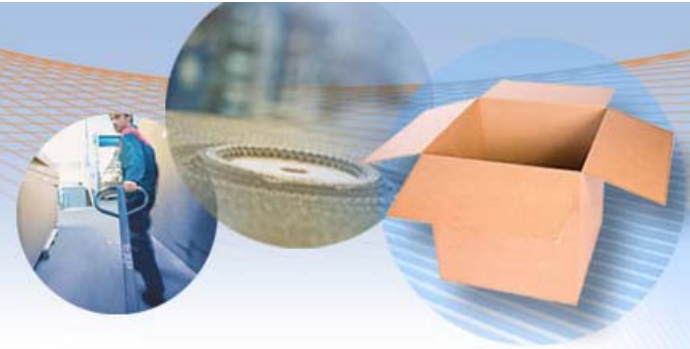
- Actively managed capital expenditure :
  - Capex reduction towards 60% of depreciation by 2010
  - Cash flow contribution of €100 million over the next 5 quarters
- Lowest working capital to sales ratio in the industry
- Sustainable low cash tax rate
- Cash interest payments reduced by approximately €100 million per annum from 2006 to 08

# Free cash flow generation through the industry cycle

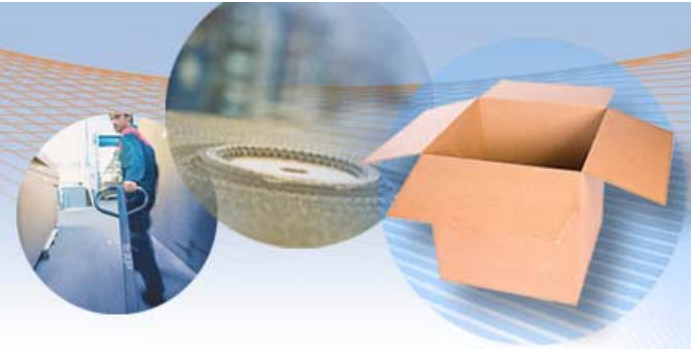


■ SKG Free Cash Flow generation (€m)

# Cash flow proceeds applied towards net debt reduction

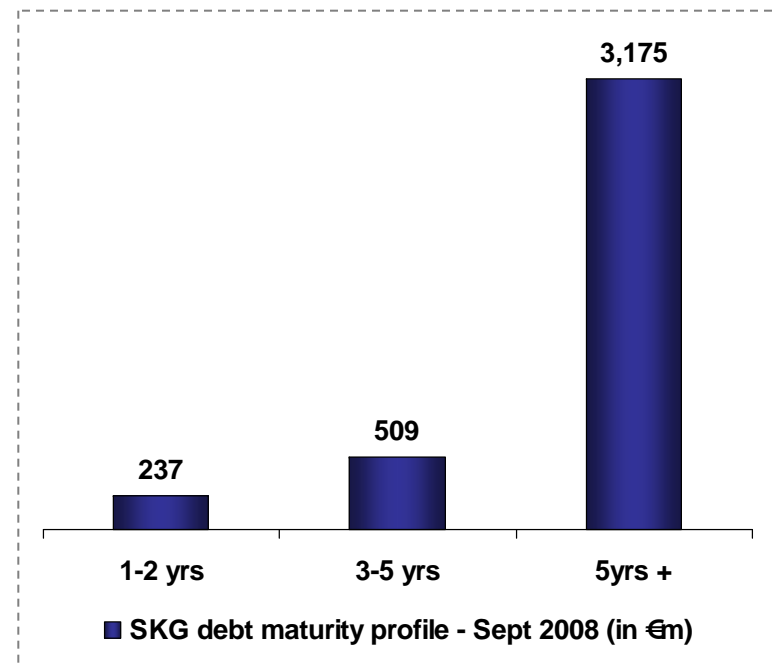


# Well structured debt package



- Low cost of financing
  - Average interest cost = 6.2%
- Strong liquidity
  - Cash > €730 million
  - Unused credit lines ~ €600 million
- Continuous cash flow generation through the cycle

## SKG Debt Maturity Profile



# Outlook

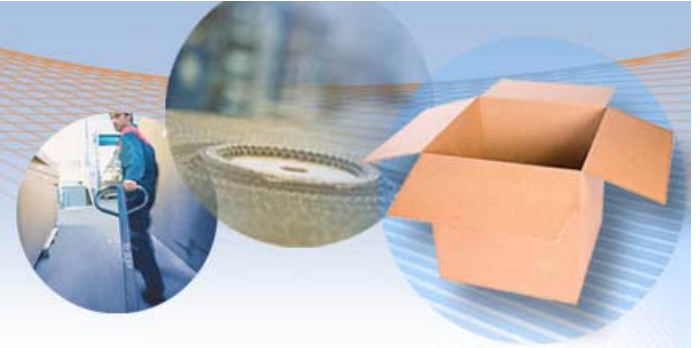


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# Outlook



- SKG remains on target to deliver the expected level of financial performance in 2008
  
- Tough operating conditions expected to remain in 2009, but potential positive factors :
  - Declining interest rates
  - Increasing capacity rationalisation decisions
  
- Maximise free cash flow generation & debt paydown :
  - Capex reduced by €100 million from Oct 2008 to Dec 2009
  - Optimal working capital ratios & new cost take-out program

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