



## **OCTAVIAN FLIMS CONFERENCE**

19 JANUARY 2019

#### **Disclaimer**

This presentation may contain "forward-looking statements" that are based on our current expectations, assumptions, estimates and projections about us and our industry. Forward-looking statements include, without limitation, any statement that may predict, forecast, indicate or imply future results, performance or achievements, and may contain the words "may," "will", "should", "continue", "believe", "anticipate", "expect", "estimate", "intend", "project", "plan", "will likely continue", "will likely result", or words or phrases with similar meaning. Forward-looking statements involve risks and uncertainties, including, without limitation, economic, competitive, governmental and technological factors outside of the control of SIG Combibloc Group AG ("SIG" or the "Group"), that may cause SIG's business, strategy or actual results to differ materially from the forward-looking statements. Factors that could cause actual results to differ materially from the forward-looking statements are included without limitations into our offering memorandum for the IPO. Nothing contained in this presentation is or should be relied upon as a promise or representation as to the future. It is up to the recipient of the presentation to make its own assessment as to the validity of such forward-looking statements and assumptions.

The information contained in the presentation does not purport to be comprehensive. Some financial information in this presentation has been rounded and, as a result, the figures shown as totals in this presentation may vary slightly from the exact arithmetic aggregation of the figures that precede them. While we are making great efforts to include accurate and up-to-date information, we make no representations or warranties, expressed or implied, and no reliance may be placed by any person as to the accuracy and completeness of the information provided in this presentation and we disclaim any labelity for the use of it. Neither SIG nor any of its directors, officers, employees, agents, affiliates or advisers is under an obligation to update, correct or keep current the information contained in this presentation to which it relates or to provide the recipient of it with access to any additional information that may arise in connection with it and any opinions expressed in this presentation are subject to change.

The presentation may not be reproduced, published or transmitted, in whole or in part, directly or indirectly, to any person (whether within or outside such person's organization or firm) other than its intended recipients. The attached information is not an offer to sell or a solicitation of an offer to purchase any security in the United States or elsewhere and shall not constitute an offer, solicitation or sale any securities of SIG in any state or jurisdiction in which, or to any person to whom such an offer, solicitation or sale would be unlawful nor shall it or any part of it form the basis of, or be relied on in connection with, any contract or investment decision. No securities may be offered or sold within the United States or to U.S. persons absent registration or an applicable exemption from registration requirements. Any public offering of securities to be made in the United States will be made by means of a prospectus that may be obtained from any issuer of such securities and that will contain detailed information about us. Any failure to comply with the restrictions set out in this paragraph may constitute a violation of the securities laws of any such jurisdiction.

This presentation is not an offering circular within the meaning of article 652a of the Swiss Code of Obligations, nor is it a listing prospectus within the meaning of the listing rules of the SIX Swiss Exchange or a prospectus under any other applicable laws.

In this presentation, we utilize certain non-IFRS financial measures, including EBITDA, adjusted EBITDA, core revenue and adjusted net income that in each case are not recognized under International Financial Reporting Standards ("IFRS"). These measures are presented as we believe that they and similar measures are widely used in the markets in which we operate as a means of evaluating a company's operating performance and financing structure. They may not be comparable to other similarly titled measures of other companies and are not measurements under IFRS or other generally accepted accounting principles, nor should they be considered as substitutes for the information contained in the financial statements included in this presentation.

EBITDA, a measure used by our management to measure operating performance, is defined as profit (loss) from continuing operations plus income tax, net financial expenses, depreciation of property, plant and equipment and amortization of intangible assets.

Adjusted EBITDA is calculated as EBITDA adjusted for particular items relevant to explaining operating performance. These adjustments include significant items of an unusual nature that cannot be attributed to ordinary business operations, including items such as restructuring and redundancy costs and gains and losses in relation to the valuation of derivatives.

Adjusted net income is defined as profit or loss adjusted to exclude certain items of significant or unusual nature, including, but not limited to, the non-cash foreign exchange impact of non-functional currency loans, amortization of transaction costs and original issue discount, the net change in fair value of financing-related derivatives, purchase price allocation depreciation and amortization, adjustments made to reconcile EBITDA to adjusted EBITDA and the estimated tax impact of the foregoing adjustments.

Adjusted EBITDA and adjusted net income are not presentations made in accordance with IFRS, are not measures of financial condition, liquidity or profitability and should not be considered as alternatives to profit (loss) for the period, operating profit or any other performance measures determined or derived in accordance with IFRS or operating cash flows determined in accordance with IFRS.

Additionally, adjusted EBITDA is not intended to be a measure of free cash flow for management's discretionary use, as it does not take into account certain items such as interest and principal payments on our indebtedness, working capital needs and tax payments. We believe that the inclusion of adjusted EBITDA and adjusted net income in this presentation is appropriate to provide additional information to investors about our operating performance to provide a measure of operating results unaffected by differences in capital structures, capital investment cycles and ages of related assets among otherwise comparable companies. Because not all companies calculate adjusted EBITDA, core revenue and adjusted net income identically, the presentation of these non-IFRS financial measures may not be comparable to other similarly titled measures in other companies.



Please note that combismile is currently not available in Germany, Great Britain, France, Italy and Japan.

## **SIG Combibloc returns to SIX Swiss Exchange**

#### Listing and first day of trading 28 September 2018

- Priced at CHF 11.25 per share
  - Offering size including greenshoe CHF 1.7 bn
  - Net proceeds to SIG of CHF 1.1bn for debt reduction
- Lock up periods:
  - 180 days for Company and selling shareholders
  - 360 days for members of the Group Executive Board and certain other managers

New shares issued	105m
Existing shares sold	46.8m
Total number of shares sold	151.8m
Total number of shares issued	320.1m
FREE FLOAT	47%



## **Defining SIG**





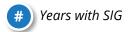
- Attractive margins, cash conversion and ROCE
- Well-invested and well-positioned to capitalise on market growth and opportunities in new markets and categories
- Responsible company



## Experienced team with a successful track record of execution



**Rolf Stangl** *Chief Executive Officer* 





Lawrence Fok President & General Manager, APAC



**Samuel Sigrist** *Chief Financial Officer* 



Martin Herrenbrück
President & General
Manager, Europe



Markus Boehm Chief Market Officer



**Ricardo Rodriguez** *President & General Manager, Americas* 



**lan Wood** Chief Supply Chain Officer



## **Leading Systems and Solutions Provider for Aseptic Packaging**

#2

Globally



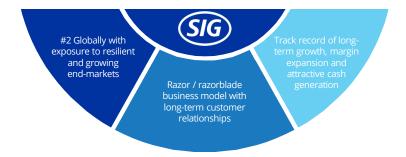
**#2** aseptic carton packaging player **globally** 

>5.5x<sup>1</sup> size of next largest competitor by revenue

>1,150<sup>2</sup> fillers in field

**>550** service engineers worldwide

>25 years average relationship with top 10 customers



#### Aseptic Carton Share<sup>3</sup> (Volume)

Tetra Pak

SIG

21%





**End-Markets** 

Liquid Dairy

64%



#### Highly Attractive Financial Profile

2017 Revenue:

€1.7bn

2017 Adj. EBITDA:

€455m

2017 Adj. EBITDA Margin: 27%

Consistent and resilient long-term track record of organic growth

Revenue 07-17 CAGR: 4%

Adj. EBITDA 07-17 CAGR: **7%** 

Adj. EBITDA margin expansion of **+700bps** from 07-17

2017 ROCE: 20.2%4

Sources: Company information and SIG Market Study. Note: Financials and other statistics as of December 31, 2017 unless noted otherwise

(1) Based on 2017 Revenue of €1.7bn for SIG and CNY2.3bn (€0.3bn) for Greatview Aseptic Packaging Company, based on exchange rate of €1 = CNY 7.6274 which is the annual average exchange rate in 2017

(3) Aseptic carton volume shares only represent core geographies and are measured by volumes produced. Core geographies are defined as geographies with more than or equal to 100 million litres SIG sales volume (Liquid Dairy (LD), Non-Carbonated Soft Drinks (NCSD) and Food in 2016 plus Canada, Belgium, Croatia and Serbia which have lower sales volumes, but have been strategically defined as core geographies

(4) Calculated by applying management's estimated post-IPO effective tax rate

Highly attractive resilient business and financial profile with market leading position



## **Complete Packaging System and Service Solutions to Customers**





Increasing our portfolio of value-added services







Smart factory, supply chain and technical service solutions





Joint product development with customers





Test filling & co-packing network





Digital marketing solutions









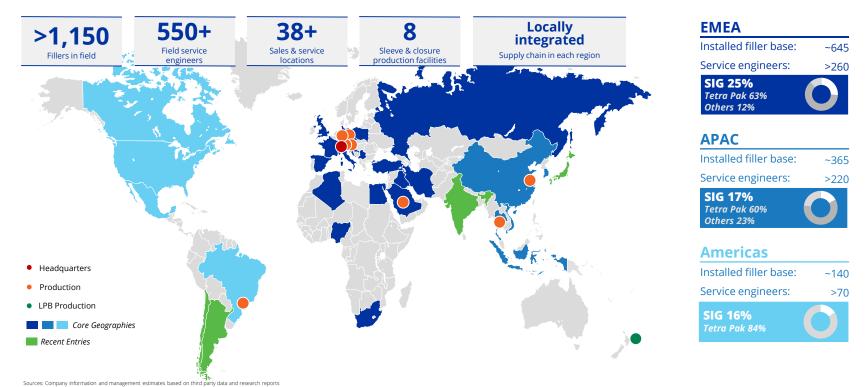








## **Global Leadership with Local Infrastructure - Clear #2**



Notes: Financials and other statistics as of December 31, 2017. Aseptic carton volume shares only represent core geographies and are measured by aseptic carton volumes produced. Core geographies are defined as geographies with more than or equal to 100 million litres SIG sales volume (Liquid Dairy (LD), Non-Carbonated Soft Drinks (NCSD) and Food) in 2016 plus Canada, Belgium, Croatia and Serbia which have lower sales volumes, but have been strategically defined as core geographies. Share percentages may not add up to 100% due to rounding

One of two global system suppliers of aseptic carton packaging



# Going way beyond good: combatting climate change and increasing recycling

#### Responsible company

Pursuing a net positive corporate footprint in the long run

#### **TOP 1%**

of over 30,000 businesses; Ecovadis Gold rated responsibility

#### 1 of 120

companies globally with science-based CO<sub>2</sub> reduction target in place

#### Responsible sourcing

Striving for certified sustainable supply of all materials, products and services

#### 100%

of sleeves shipped covered by FSCTM COC<sup>1</sup> certification<sup>2</sup>



Paper board sourced from sustainably managed forests

#### Responsible products

Innovating and delivering smarter solutions with proven sustainability across the entire life-cycle

All aseptic cartons fully recyclable

#### 70-80%

average renewable content of all cartons

Promoting recycling infrastructure and awareness

(1) Forest Stewardship Council TM Chain of Custody (2) 89% of products labelled with FSC TM

SIG's ultimate goal is to contribute more to society and the environment than we take out across our value chain







## **Aseptic Carton Packaging – What is it?**

#### **How it Works**

Amongst the **safest methods** of processing beverages and liquid food

In our filling machine:

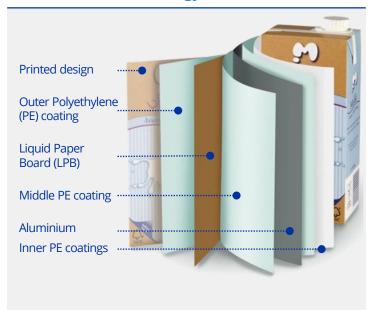
- Products heated before filling/packaging for only 2-4 seconds at 130 - 150°C, protecting and retaining their nutritional value
- Done in a sterile chamber ensuring high safety standards and the product's quality throughout its shelf life of up to 12 months

#### Lightweight and durable

**Environmentally friendly** packaging solutions due to the high content of sustainable material

Different shapes, assisting **product differentiation** for customers

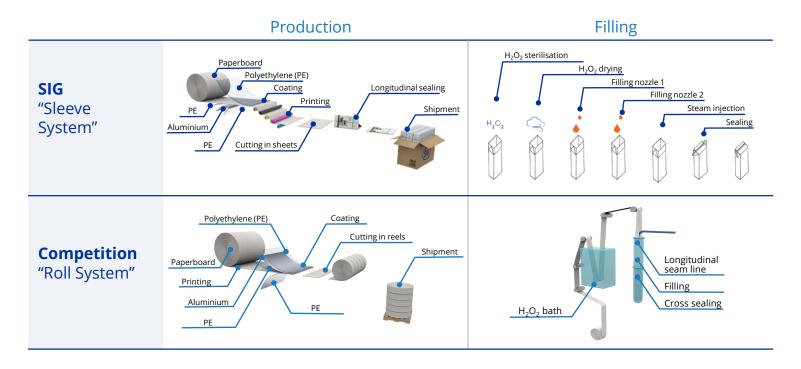
#### SIG Sleeve Technology



Offering superior product protection and quality for up to 12 months in an environmentally friendly and consumer-ready package



## **Two Distinct Aseptic Technologies**



Source: Company information

Sleeve-fed aseptic technology provides differentiated technology and has not been replicated successfully



## **Proprietary Differentiated Technology**











**Differentiated Technology and** Technical Know-How



**Unique Sleeve System Based** Technology



Our aseptic filling lines are at the heart of our customers' operations



## **Increased Flexibility to Customers**

#### Filling capabilities enabling value growth

Meeting **key consumer trends** and **growth beyond standard segments** due to unique sleeve and filling technology

**New consumption** On-the-go occasions with breakfast milk drinkable snack1 with healthy cereals1 **Target new Premiumise EXPAND** iuices through consumers THE with rich real fruit CORE protein drinks inclusions1 **4000** Add perceptible **Deliver nutritious** value: Tomato passata **soups** with food with real tomato chunks1 particulates1

Volume, format, design flexibility

Up to 16 product variants possible on one filler

Range of fill volumes **from 80ml to 2,000ml** across portfolio

**Different design possibilities** 





FORMAT FLEXIBILITY (format change <10 min)

Source: Company information
(1) Particulates up to 6mm & fibres up to 8mm in any drinks possible with drinksplus; with food technology up to 25mm and

Sleeve & filling technology as a platform to provide a broad and diverse consumer oriented product offering to customers

Strong Services Capabilities Integrated with Customers' Day to Day Operations



Source: Company information

Technical experts integrated with customers' day to day operations, providing high level of service leading to increased stickiness and expanding opportunities



## **Long-Term Customer Partnerships**



Top 10 Customers

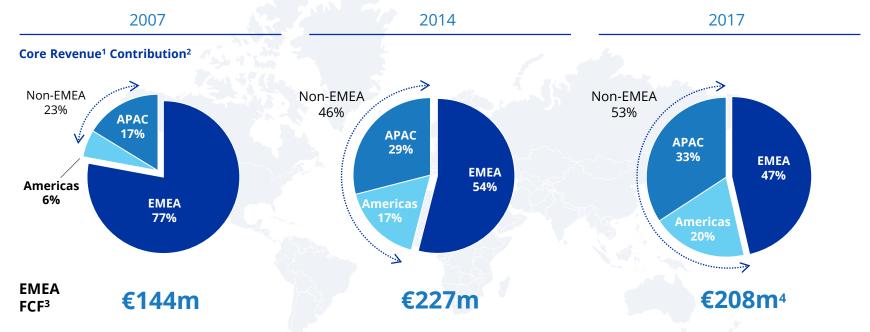
Customer	% of 2017 Sleeves Revenue	Length of Relationship
1	6%	>10 years
2	6%	>15 years
3	5%	>35 years
4	5%	>40 years
5	3%	>30 years
6	3%	>30 years
7	2%	>5 years
8	2%	>35 years
9	2%	>10 years
10	2%	>35 years
Total	36%	>25 years on average

Source: Company information Note: Data as of December 31, 2017

Partnerships with global and regional leaders; average over 25 years of relationships with top 10 customers driven by deep integration with customer operations



# **Increasing Growth Region Focus and More Diversified Portfolio...**



Sources: Company informatio

Strong free cash flow generation in Europe with increasing investments in higher growth markets



<sup>(1)</sup> Core revenue represents revenue to external customers and excludes (i) sales of laminated board (LB) to the Middle East Joint Venture and (ii) sales of folding box board (FBB) to third parties

<sup>(2)</sup> Excludes revenue for group functions for purposes of calculating contribution. Group function revenues of €15m, €0m, €4m for 2007, 2014 and 2017

<sup>(3)</sup> EMEA FCF calculated as Adj. EBITDA - Capex for the region

<sup>(4)</sup> EMEA Adj. EBITDA based on 2017 Adj. EBITDA of €244m and does not adjust for the impact from the year over year variance in contribution of €19m from the supply chain transition

## **Multiple Drivers of Growth**

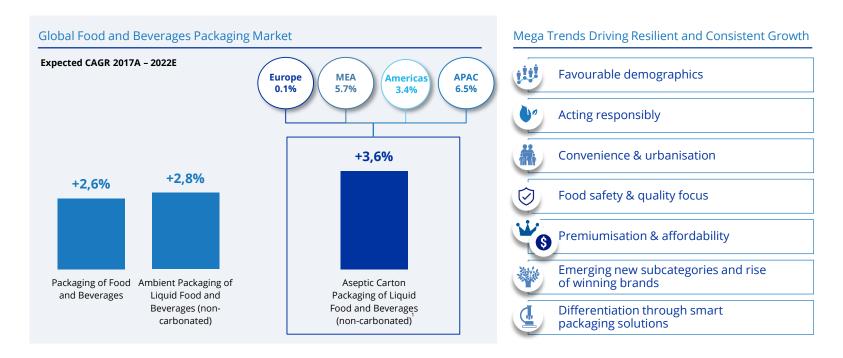
- A Resilient End-Markets
- B Strong Filler Base and Recent Investments
- C Continued Consumer-Led Innovation
- Exploit White Space Opportunities
- Accelerate Expansion in Fast Growing Niche Segments

Product innovation, along with investments in commercial excellence and geographic and segment expansion initiatives to drive continued growth



# A

## Secular Trends Driving Robust Growth



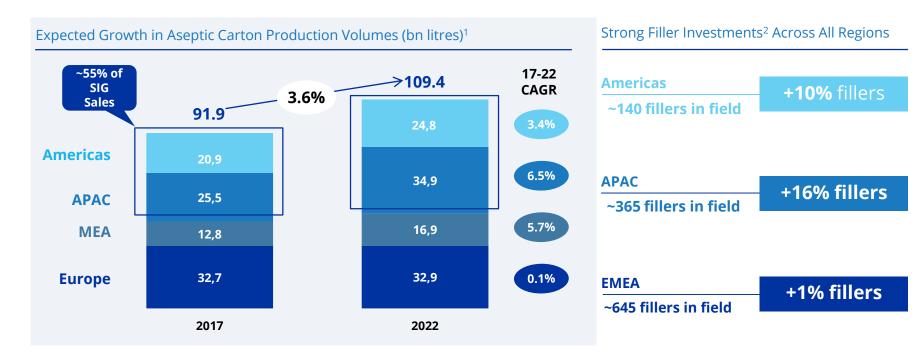
Source: Company information and SIG Market Study
(1) Includes immaterial volumes of carton filled using the retort method

Focused on increasingly attractive aseptic carton segment that benefits from multiple mega trends





## Strong Filler Base and Recent Investments Drive Growth



Source: Company information and SIG Market Study
(1) Growth rates for 2017-2022 reflect actual and expected aseptic carton production volumes in core geographies as well as additional geographies and categories
(2) Recent investments represents an increase in fillers from 2015 to June 2018

Recent investments in high growth regions Well positioned to capitalise on the opportunity





## **Expanded Product Portfolio**

**Key Trends** 

Product Innovations – Selected Examples



#### **Premiumisation**



combismile and drinksplus



#### **Sustainability**



**SIGnature** 



**EcoPlus** 



Convenience



Heat&Go



combidome



**Affordability** 



Lite Structure



cb12 / combiblocXSlim

"Rising affluence and growing health awareness, we believe premiumisation will remain a key theme... The change in China's demographics supports the premiumisation trend as the rise of affluent "empty nesters" means that we will have a bigger group of consumers with more money to spend"

Analyst research (2018)

"Brand investment includes upgrade of product packaging .... particularly convenient features for consumers when they are not at home, such as office workers and students"

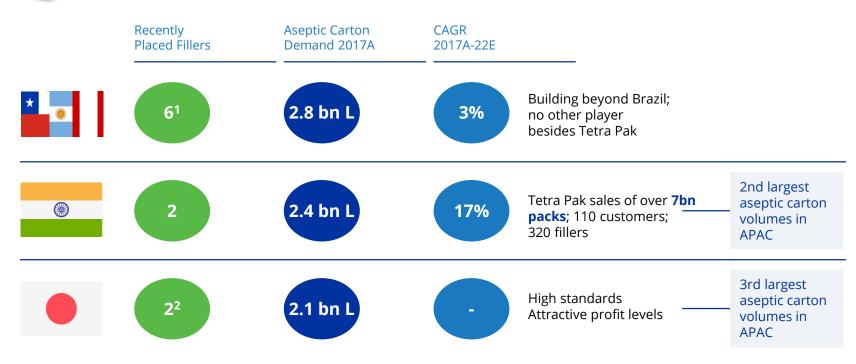
Analyst research (2018)

Source: Company information and select analyst research

Innovation leading to a product portfolio that addresses customer needs The RIGHT products for future growth



# **Expanding Our Footprint**



Source: Company information, press articles, and SIG Market Study (1) Includes two fillers that have been placed and four fillers where the Company has signed contracts (2) Reflects contracts signed in 2018

Recent entry into large aseptic carton countries; India a significant untapped opportunity for growth





## **Expanding beyond Traditional Categories**



#### **STEUBEN**

Co-packing solutions
Broadening customer reach





Maple Water



Pet Food



#### Nutrition





#### **DAESANG**

Patient nutrient drinks

Primarily distributed through hospitals

#### **Tube Feeding Nutrition**



#### **Oral Feeding Nutrition**



#### **Nutrient Balance**





#### LANGUIRU

Digital track and trace solutions Assure quality and food safety; enable digital marketing

#### One Click Tracking



## Unique QR Code for Each Package



### Customer Engagement Digital Marketing



Source: Company information





## **FINANCIAL OVERVIEW**





### **Resilient Financial Performance Over Time**



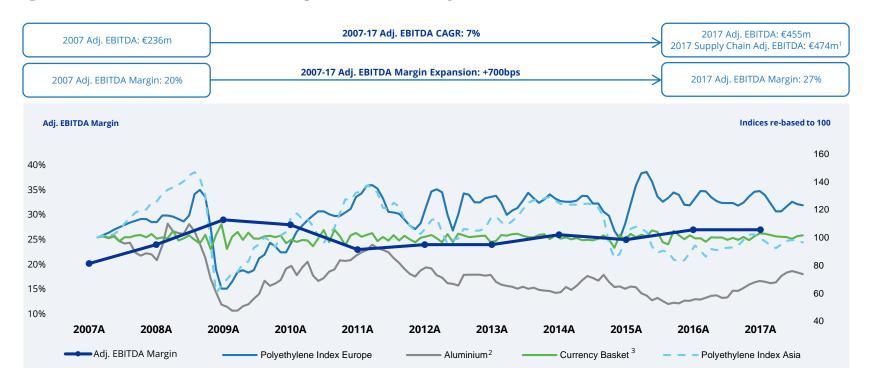
Source: Company information

(1) 2007-2017 revenue growth on constant currency estimated at 3.2% per 2017 Kr rates; (2) core revenue represents Net content customers and excludes (i) sales of laminated board (LB) to the Middle East, Joint Venture and (ii) sales of folding box of 198 (b) to third parties; (3) Capex represents Net Capex calculated as 4 cross Capex less Upfornt Casty, (4) Represents 2017 Adj. EBIDA adding back £19 multipun-18 Adj. EBIDA adding back £19 multi

History of resilient growth, margin expansion and strong cash generation



## Significant increase in profitability



Sources: Company information, IHS Markit data and ICIS data

Proven resilience through financial crisis and FX and raw material volatility



<sup>(1)</sup> Represents 2017 Adjusted EBITDA adding back the €19 million year-over-year decrease resulting from the Company's supply chain transitions whereby it ended sales of laminated board to Middle East Joint Ventures in the second quarter of 2017 and continued the process of converting the Whakatane mill to an internal supplier 2018 and to 80.00 to 10 the process of the process of the process of converting the Power and the Second Quarter of 2017 and continued the process of converting the Whakatane mill to an internal supplier 2018 and to 80.00 the Power and the Power and

<sup>(3)</sup> Illustrative composite FX basket (BRL, CNY, USD, THB). An increase in the index means an appreciation of the Euro compared to the basket of other currencies

## **Continued Execution on Margin Initiatives**

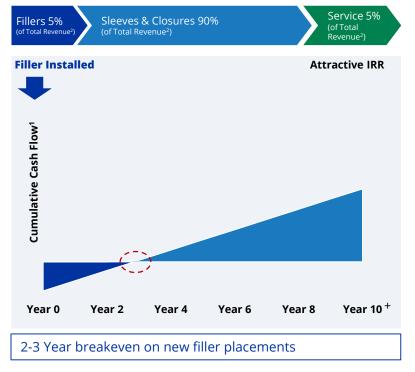
	2015 - 2017	<b>Next Phase (2017+)</b>
Procurement (and indirect costs)	Central negotiation with indirect suppliers and increased tendering for raw materials  Long-term LPB purchasing contracts, hedging	Regional sourcing  New indirect spend management systems
Manufacturing / Operational Excellence	Investment into improved flow production and automation processes  Value engineering: new laminated board structure	Footprint optimisation and automation in EMEA  Increase LPB insourcing at Whakatane  Lean manufacturing initiatives  Lightweight compound structure improvements
SG&A	Centralised service centre in Romania  Rationalised European R&D headcount and adjusted footprint with expansion in China	Savings from ramp up of business service centre  R&D footprint realignment and headcount measures to take full effect in 2018 onwards

Source: Company information

Culture of continuous cost-out initiatives; identified initiatives to continue delivering margin expansion, in line with historical track record



#### **Business Model**





Source: Company information
(I) Illustrative chart based on consistent gross margin throughout customer relationship (2) Revenue split based on revenue generated through sale of system components and sleeves & closures for 2017

Multiple filler placement models with varying economic terms Contractual ability to recall fillers that do not meet certain conditions



### **Historical Free Cash Flow**

€m	2015	2016	2017	
Net Cash from Operating Activities	239	239	247	
Dividends received from joint ventures	15	19	25	
Acquisition of property, plant and equipment and intangible assets	(159)	(186)	(212)	
Payment of finance lease liabilities	0	0	(1)	
Free Cash Flow	95	72	58	
Add-back: Interest paid	130	153	144	
Adjusted Free Cash Flow	224	226	202	
Less: PF interest expense @ €35.3m per annum in PF2018E¹			(35)	
Less: Tax effect of reduction in interest expense <sup>1</sup>			(9)	
Pro Forma Free Cash Flow			157	

Source: Company information

(1) Reflects impact of capital structure pro forma for the proposed transaction and tax rate of 30%, which is management's estimated effective tax rate on future periods

History of generating attractive cash flow



## **Historical Capex and Cash Conversion**

€m	2015	2016	2017	
Net Capex	125	159	164	
% Revenue	7.2%	9.2%	9.9%	
Net Filler Capex	55	86	104	
PPE Capex	70	73	60	
Cash Conversion <sup>1</sup>	71.4%	65.9%	63.9%	
Adj. EBITDA – Capex Margin <sup>1</sup>	18.1%	17.9%	17.5%	

#### Estimated ROCE 20.2%<sup>2</sup> in 2017

Source: Company information

Note: Margins and percent revenue financial metrics presented on total revenue; core revenue represents revenue excluding (i) sale of laminated board (LB) to the Middle East Joint Venture and (ii) sale of folding box board (FBB) to third parties, as the mill is being converted to an internal supplier of liquid namer hoard.

(1) Cash conversion based on Adj. EBITDA less net capex as a percentage of Adj. EBITDA; Adj. EBITDA - Capex margin based on Adj. EBITDA less net capex as a percentage of revenue

(2) Estimated post-tax ROCE (LTM Jun-2018) presented above is calculated by adjusting pre-tax ROCE by applying a 30% tax rate (which is management's estimated effective tax rate in future periods) to the pre-tax ROCE

Recent investments that underpin near term earnings and on-going momentum



### Leverage

€ millions	Dec 31 2017	Sept 30 2018	Sept 30, pro forma <sup>1</sup>
Cash <sup>2</sup>	102	132	132
Senior Secured Term Loans	1′939	1′957	1′600
Finance Lease Liabilities	12	24	24
Net Senior Secured Debt	1′850	1′848	1′492
Senior Unsecured Notes	675	675	-
Net Total Debt	2′525	2′523	1′492
Total Net Leverage Ratio <sup>3</sup>	5.5x	5.4x	3.2x

- Term loans refinanced at attractive rates
  - Cost of debt 2.00 2.25%
- New multi-currency RCF €300 million for 5 years
- Further reduction in leverage towards 2x mid-term

<sup>(3)</sup> Based on last twelve months ended September 30, 2018 adjusted EIBTDA of €471 million





<sup>(1)</sup> Pro forma taking account of post- IPO debt structure

<sup>(2)</sup> Cash is presented before transaction costs and net of restricted cash amounting to €4 million as of September 30, 2018, €2 million as of December 31, 2017

## **Summary of our Financial Characteristics**

#### **Multiple Levers for Growth**

- Favourable macroeconomic and end-market backdrop
- Salesforce effectiveness measures that were started in 2016 expected to yield increasing results
- New customer wins in 2016 and 2017; recent entry into large new geographies
- Recent investments into fillers; well-invested plant network

#### **Attractive EBITDA Margin Profile**

- Operating leverage on the back of top line growth
- Continued focus on capital allocation into higher margin regions and growth with higher margin solutions offerings
- Executing on cost out pipeline with measures under way related to procurement, manufacturing and SG&A

#### **Attractive Adj. EBITDA - Capex Profile**

- High cash conversion / EBITDA CAPEX margin
- Low net working capital requirement
- Low maintenance CAPEX
- Disciplined CAPEX spend to drive growth with attractive returns





## **Key Investment Highlights**

#### Attractive Industry Characteristics

- 1 Global Leadership Strong #2 Globally
- **2** Resilient Growing End Markets

Winning Business Model Enabling Growth

- 3 Proprietary Technology and Engineering Know-How
- 4 End to End Solutions with Value-Adding Support and Service
- 5 Longstanding Customer Partnership Model
- **6** Consumer-Led Innovation

Strong Financial Profile

- **Best-in-Class Margins and Cash Flow Conversion**
- 8 Multi-Faceted Growth Strategy





## **THANK YOU**