

Company Presentation
24 March 2015 – STAR Conference

RenoDeMedici



RdM
GROUP

The logo consists of a dark blue diamond shape. Inside the diamond, the letters 'RdM' are written in a white, serif font. Below 'RdM', a horizontal white line separates it from the word 'GROUP', which is written in a white, sans-serif font.

Agenda

1. Key features

2. FY2014 performance

3. RDM and the Stock Exchange

4. Final remarks

Annexes

RDM is focused on the WLC business

RDM is currently focused on **one business segment**: White Lined Chipboard, “WLC”.

WLC growth drivers



Marketing needs for establishing a strong product **brand image**.

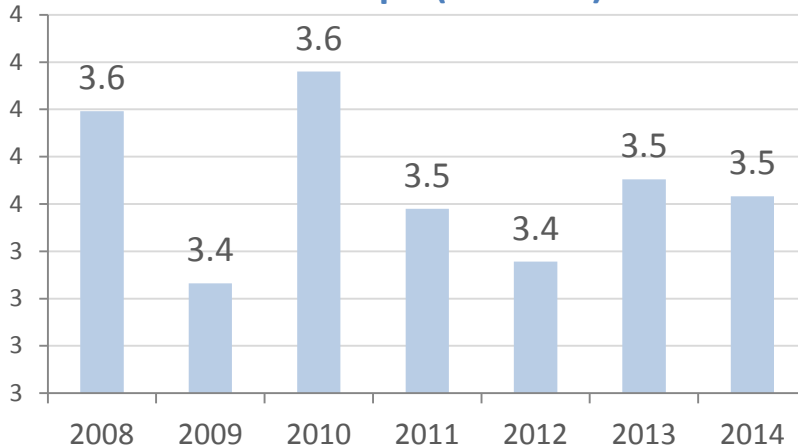


Favourable regulatory environment: UE committed to reduce **food waste over the coming 10 years**, leveraging on proper packaging of goods.

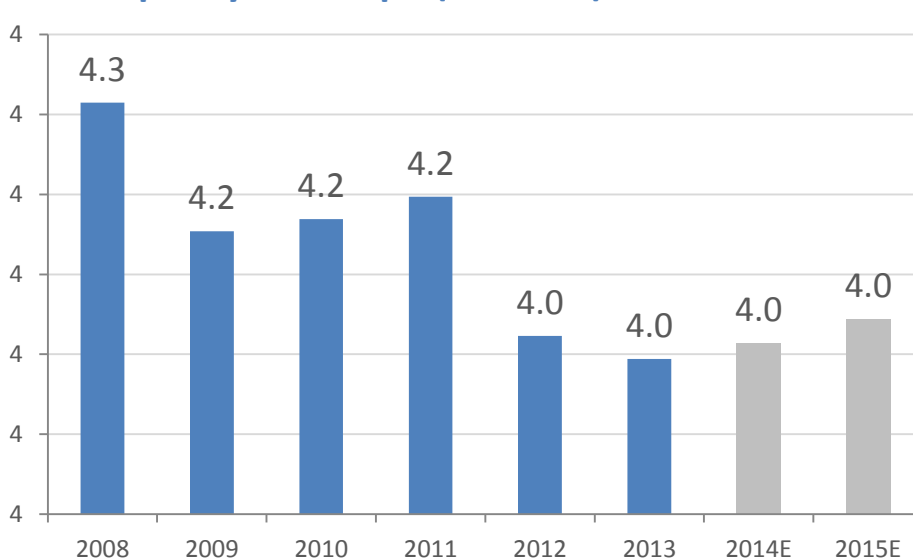
Recycled fibres well-perceived, since they contribute to forestry safeguard, CO₂ emissions' control and energy savings.

Quite a stable demand profile

WLC demand in Europe (mn tons)



WLC capacity in Europe (mn tons)



Despite WLC demand is highly correlated to GDP evolution, **European WLC demand** is not expected to grow in the short term. Only a stronger increase in industrial production in 2016 can drive demand growth, according to RISI forecasts:

Western Europe	2015E	2016E
Industrial production	+0.8%	+1.7%
Cartonboard demand	-0.7%	+1.0%

Small and inefficient producers exiting the market generated the 2012 **decline in capacity** and an improvement in the **utilisation rate**.

Two players dominate competition

Mayr Melnhof and Reno De Medici as a whole represent a market share of ca. 50%. The rest of competition is atomistic.



No. of mills	Current installed capacity	2013 tons sold	2013 Revenues
7	1,660 mn tons (including virgin fiber)	1,599 mn tons	964.6 €mn



6	920 mn tons	807 mn tons	428.4 €mn
5		805 mn tons	426.1 €mn

2014*

* RDM 2013-2014 data exclude RDM Ibérica.



Several players with minor market shares...

HOLMEN



WEIG
KARTON



Three European top-class assets



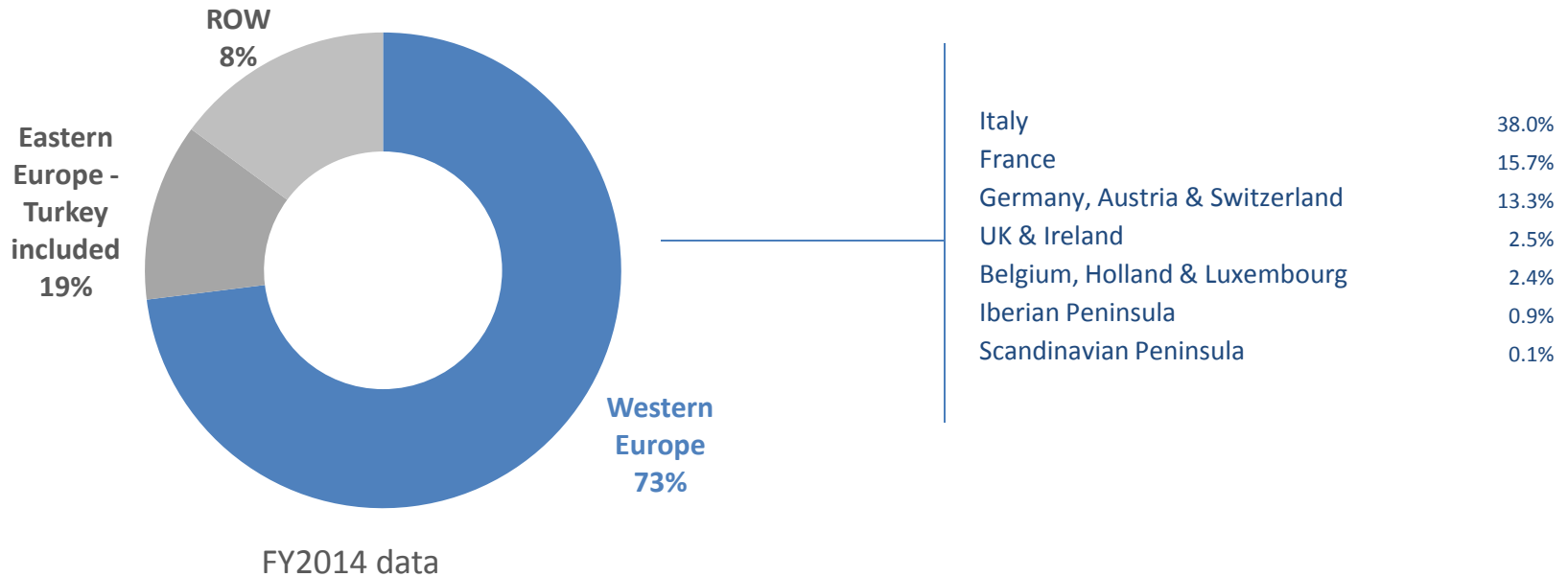
Production mills

ITA, Villa S.Lucia	220k tons	LINER WLC
ITA, S. Giustina	240k tons	WLC
GER, Arnsberg	220k tons	LINER/GD WLC
FRA, Blendecques	110k tons	WLC
ITA, Ovaro	95k tons	OG-GK
ESP, Almazan*	35k tons	WLC

*mill available for sale

Western Europe is our core market

Sales breakdown by geography



RDM ready to catch business opportunities out of its core market, both in **Western Europe** and in **RoW** (Middle East and Asia).

RDM clients are converting companies



...providing a wide set of applications in **packaging**.



RDM – a well-diversified client portfolio

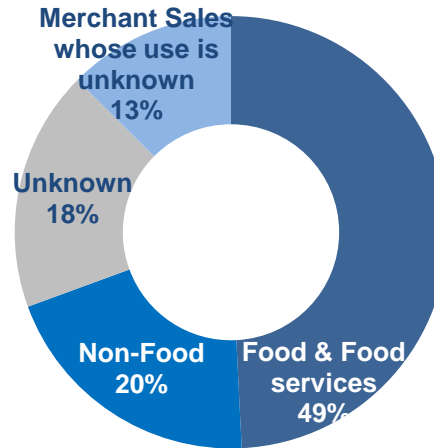
No. of RDM clients > **1,400**

First 10 clients account for approx. **22.5%** of tons sold.

Clients ranking from 11 to 100 weight for another **45.5%** of tons sold.

A well-diversified end-users' portfolio

Breakdown of 2014 sales by end-user



Frozen & Chilled Food	26.8%
Unspecified Food	25.1%
Dry Food	24.3%
Beverages (A)	12.3%
Chocolate & Confectionary	9.9%
Fast Food & Convenience Food	1.6%



Unspecified Non-Food	37.6%
Pharmaceuticals & Healthcare	18.6%
Games, Toys, Sports Goods, Textiles	10.7%
Beauty & Cosmetics	9.6%
Household, Kitchen, Gardening, Do-it-Yourself	8.9%
IT, Electronics, Media, Technical	6.6%
Detergents & Cleanings	5.7%
Tobacco	1.8%
Pet Food	0.5%

Source: Company data



A streamlined organization



2 Operating Plants:

- S. Giustina
- Villa S. Lucia

Reno De Medici S.p.A.
(operating holding)

Operations

RDM Blendecques S.a.s.
100%

RDM Arnsberg GmbH (*)
100%

RDM. Ovaro S.p.A. 80%

Reno De Medici Iberica S.I.
100%

ZAR S.r.l.
33.33%

Manucor S.p.A.
22.5%

Marketing

Careo
70%

Distribution

Emmaus Pack S.r.l.
51.39%

Pac Services S.p.A.
33.33%



Differentiated marketing channels

A PanEuropean proprietary network

3 channels

Diversification of marketing channels to meet customer needs, improve service efficiency and control costs.

European
Marketing Offices

100 people all over Europe.
Italy, France, Germany, Spain, UK, Poland, Hungary, Czech Republic.

Distributors
Sheeting centres

Spain and UK,
exclusivity
agreements.

Agents with exclusive
contracts

Middle East, Asia, Latin America and Africa, and some European Countries, including Italy.

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Focus on FY2014 performance / 1

FY 2014 Highlights

Tons sold ('000)	805	(807 in FY 2013)
Revenues from sales	426.1 € mn	(-0.5% vs. FY 2013)
EBITDA	41.2 € mn	(+5.9% vs. FY 2013)
<i>EBITDA margin</i>	9.7%	(vs. 9.1% in FY 2013)
EBIT	18.4 € mn	(+60.4% vs. FY 2013)
Net profit before Discontinued Operations	10.2 € mn	(+97.2% vs. FY 2013)
Net profit	5.4 € mn	(vs. 2.0 € mn in FY 2013)

Volume stability in spite of S.Giustina production decrease due to capex underway. Slight decline in prices.

EBITDA benefiting from: higher efficiencies in production, lower energy prices and white certificates

Lower depreciation and write-downs vs 2013

Strong operating performance, benefits from lower net financial expense and higher income from equity investments offset higher taxes

Focus on FY 2014 performance /2

FY 2014 Highlights

Capex

19.7 € mn (vs. 15.2 € mn in FY 2013)

Investments mainly focused on the modernization of the wet area at the Santa Giustina mill

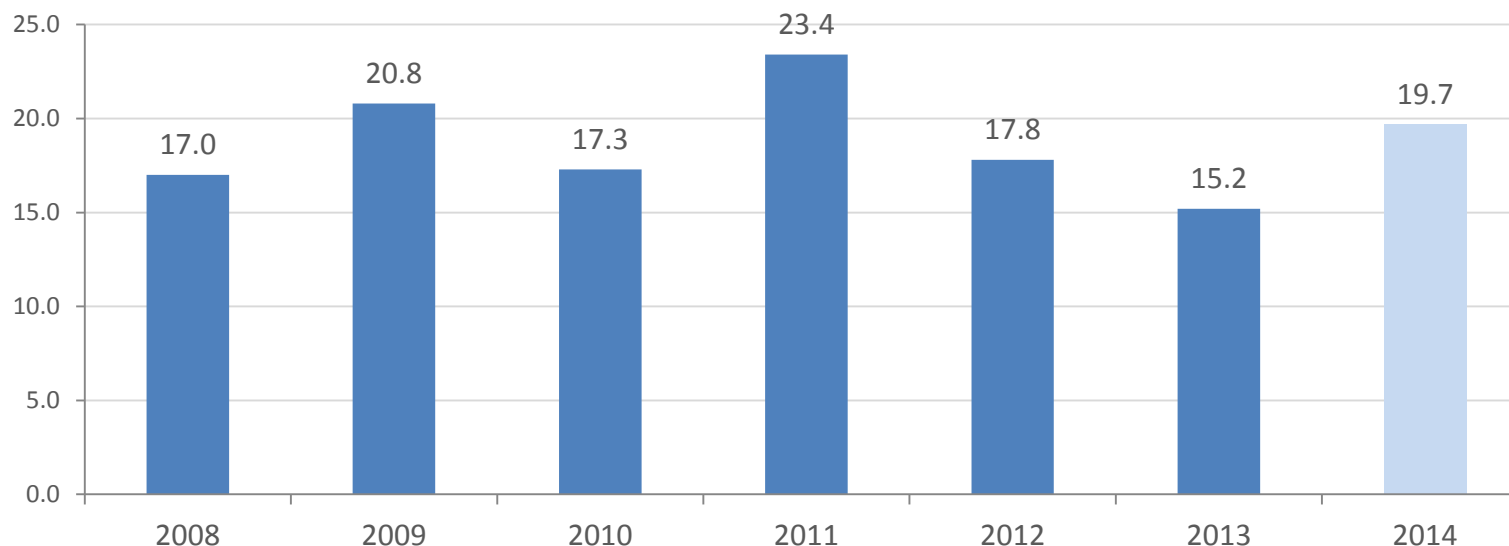
Net Financial Debt

65.9 € mn (vs. 73.5 € mn as of 31 Dec. 2013)

Strong cashflow generation in excess of capex funding needs

Continuous optimisation of capex

Capex plan of 131.2 mn € (2008-2014) focused on improving cost efficiency and maintaining quality of the asset base.

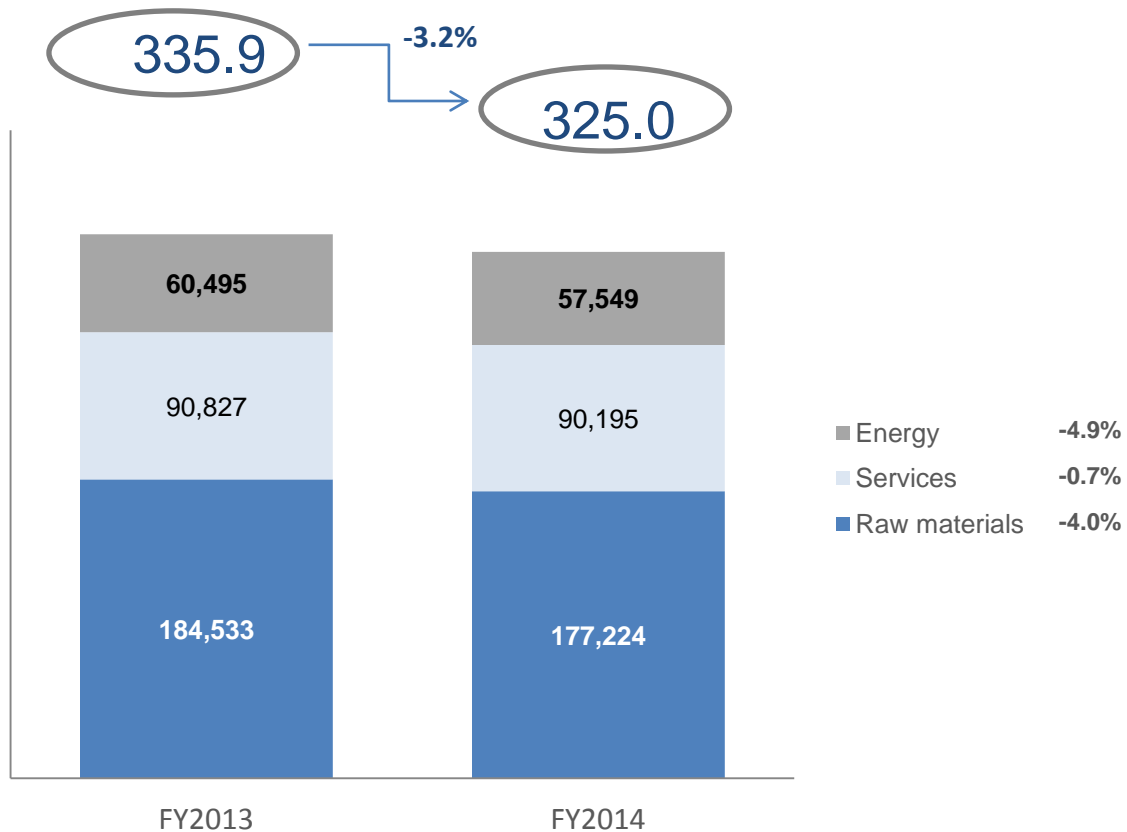


Annual **capex** has always been **lower than depreciation** over the 2008-2014 period.

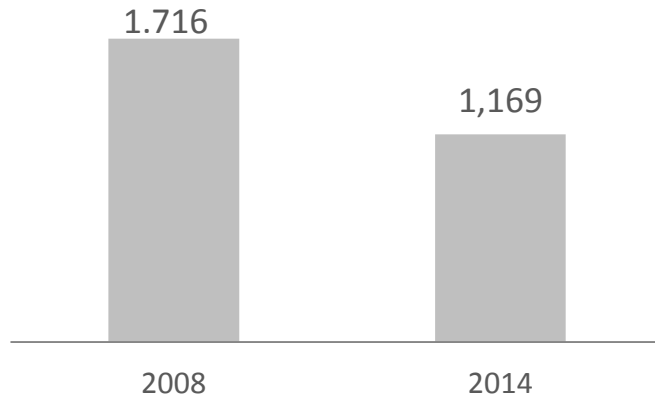
Investments mainly concentrated in upgrading **one plant** at a time.

Key operating costs decline...

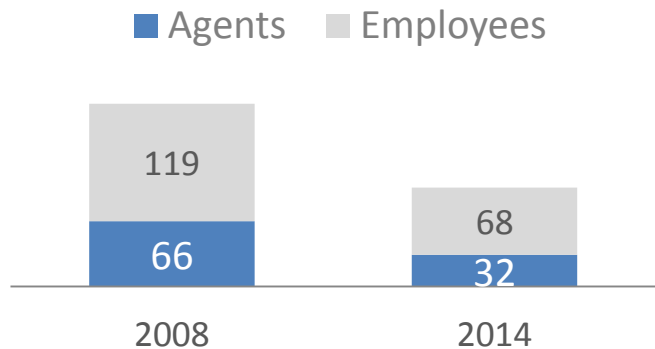
(data in €mn)



...as part of a wider plan of efficiency gains



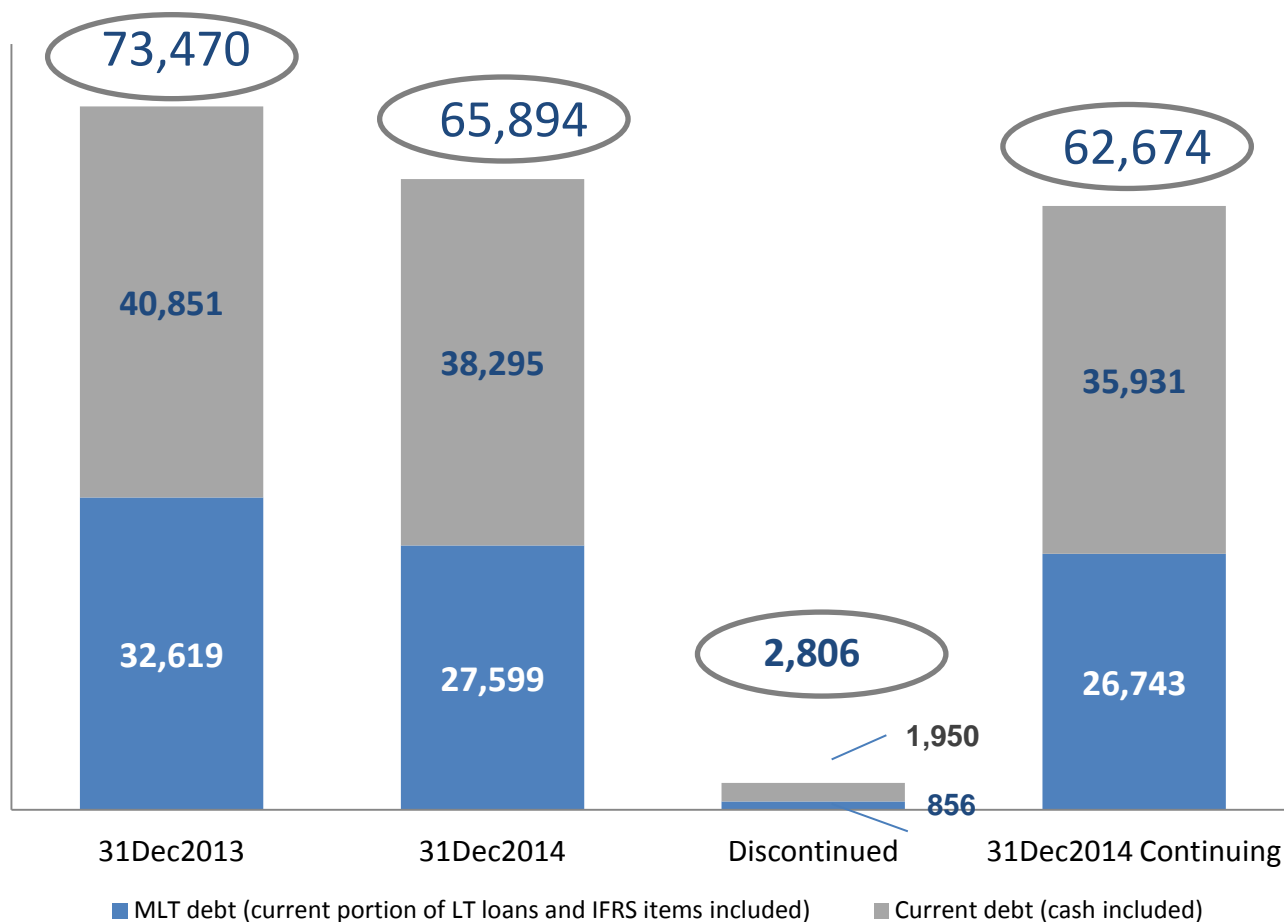
Headcount decline from 1,716 people in 2008 to 1,169 in 2014 (ex RDM Ibérica).



Rationalization of marketing force: from 185 to 100 people.

Net Financial Debt

(data in € '000)



Key historical figures

€ million	2008	2009	2010	2011	2012	2013**	2014**
Tons sold ('000)	889	864	946	878	834	807	805
Revenues from Sales	451.1	428.1	503.1	507.1	466.3	428.4	426.1
Adjusted EBITDA	18.8	34.7	41.6	34.1	32.9		
Non-rec. & shut-down mills	21.2 (*)	(2.4)	(1.6)	(4.1)	(5.9)		
EBITDA	40.0	32.3	40.0	30.0	27.0	38.9	41.2
EBITDA margin	8.9%	7.5%	8.0%	5.9%	5.8%	9.1%	9.7%
Discontinued Operations						-3.1	-4.8
Net Result	0.6	(6.6)	2.0	(1.7)	(12.2)	2.0	5.4
Net Equity	161.2	154.8	156.6	153.3	136.7	139.9	141.6
Net Financial Debt Discontinued							3.2
Net Financial Debt Continuing	128.6	130.9	106.5	86.6	86.3	73.5	62.7
Headcount	1,716	1,618	1,595	1,502	1,430	1,302	1,169
Active Board Machines	7	7	7	6	6	5	5

(*) Badwill generated by the business combination with Cascades

(**)The representation of the 2014 and 2013 economic results of the Reno De Medici Group reflects the reclassification among the **Discontinued Operations** of the Reno De Medici Ibérica S.l.u., which in Q4 has been made available for sale, as it has been considered no longer a strategic asset for the Group.

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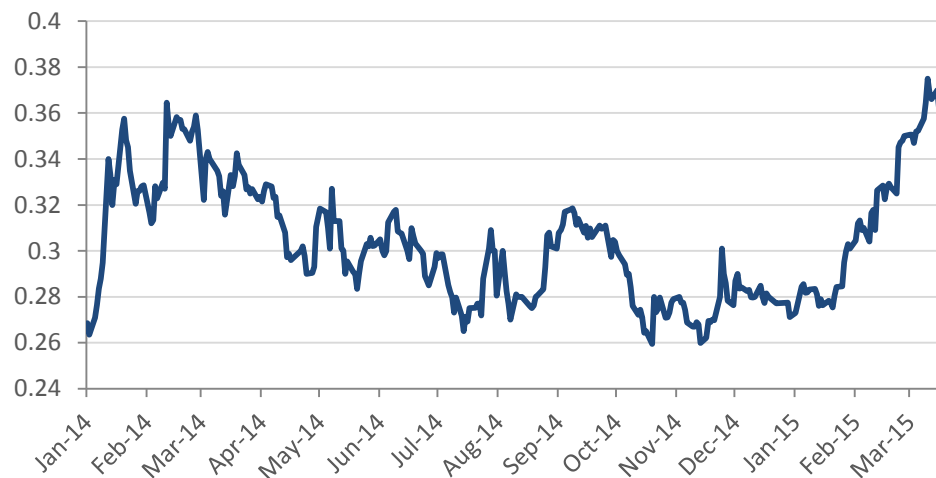
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The RDM stock

RDM ordinary share performance since 2 Jan. 2014



Share Capital: 185,122,487.06 €, o/w
 184,979,836.30 ordinary
 142,650.76 conv. svgs

Outstanding shares: 377,800,994, o/w
 377,512,370 ordinary shares
 288,624 convertible savings shares

Listing markets

Milan Stock Exchange – MTA (STAR segment)
 Madrid Stock Exchange (admitted capital
 148,020,968.15 €)

Codes

Bloomberg: RM IM; Reuters: RDM.MI

Index Membership - Milan

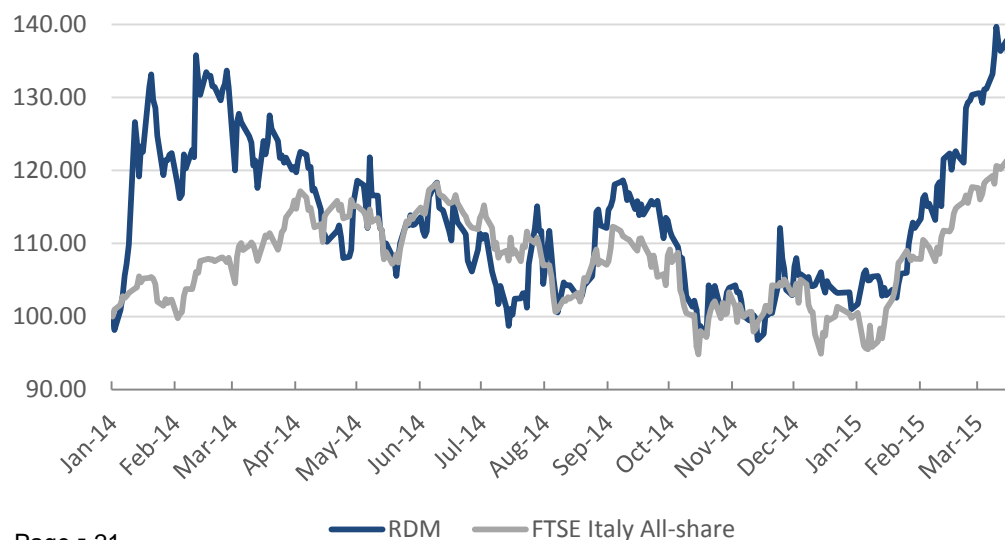
FTSE Italia: All-Share Capped, All-Share, STAR,
 Small Cap, Industrials, Industrial Goods and
 Services.

Avg. volumes (last 10 days):

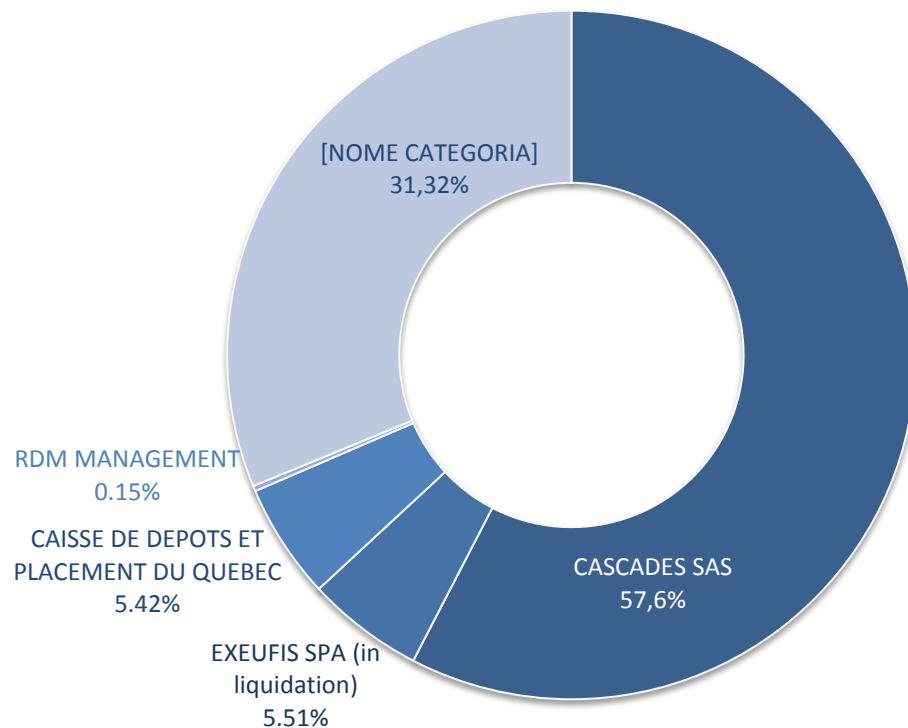
1.4 mn Milan SE

Mkt cap.: 138.2 € mn (@0.37 € p.s.)

RDM vs. FTSE Italy All-Share index (base 100 = 2 Jan. 2014)



An international shareholder base



Source: RDM shareholder register as of 19 March 2015 integrated with Public Filings

Share capital: 185,122,487.06 euro
Total outstanding shares: 377,800,994
377,512,370 ordinary shares, with no nominal value
288,624 convertible savings shares, with no nominal value

Lean and effective Governance

Traditional administration and control system (BoD, Statutory Auditors and Shrs' Meeting).
Adoption of the **Code of Corporate Governance** of Listed Companies promoted by Borsa Italiana.

Board of Directors



Robert Hall, Chairman

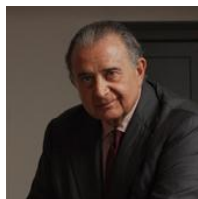
VP, Legal Affairs and Corporate Secretary at Cascades. Part of the senior management team, he works for Cascades since 1994.



Ignazio Capuano, CEO

Engineer – Master in Economics (N.Y. University)
Focused industry expertise.
RDM CEO since 2004.

Enrico Giliberti, Independent Director



Lawyer boasting deep expertise in M&A and Financial Markets

Laura Guazzoni, Independent Director



Chartered accountant and business consultant. Bocconi University professor.

Laurent Lemaire, Director



Founder, shareholder and past-CEO of Cascades. Presently Executive Vice President of the Company

Board appointed on 29 April 2014. Term of office: 3 financial years.
Number of Board Members reduced from 9 to 5.

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Final remarks



2014 results prove consistent execution of strategy.



RDM can capitalise on strong and efficient assets to deliver profitable results over time.



High operating leverage can enhance the benefits of lower energy costs.



Financial flexibility puts the Company in the best position to catch the momentum provided by sector consolidation.

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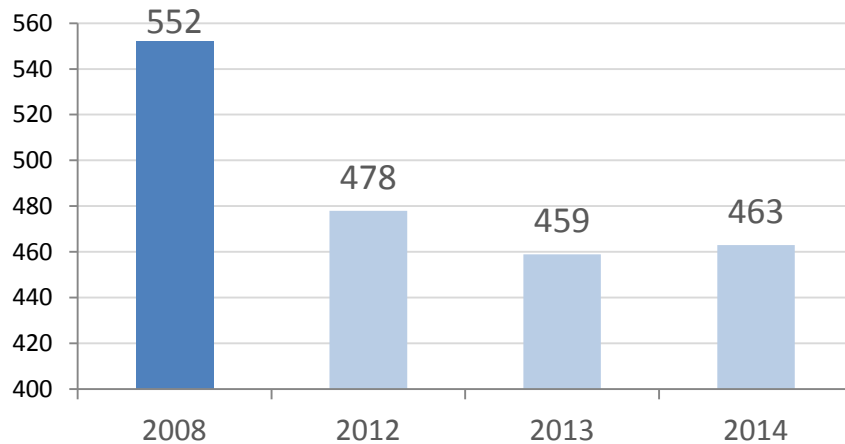
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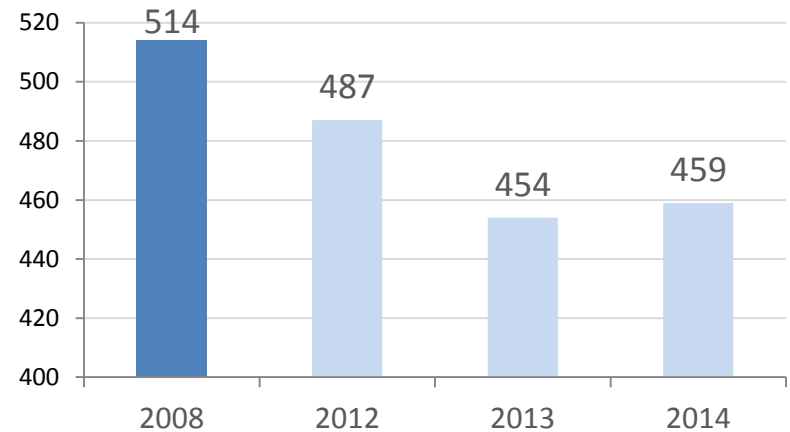
4. Annexes

Green ratios

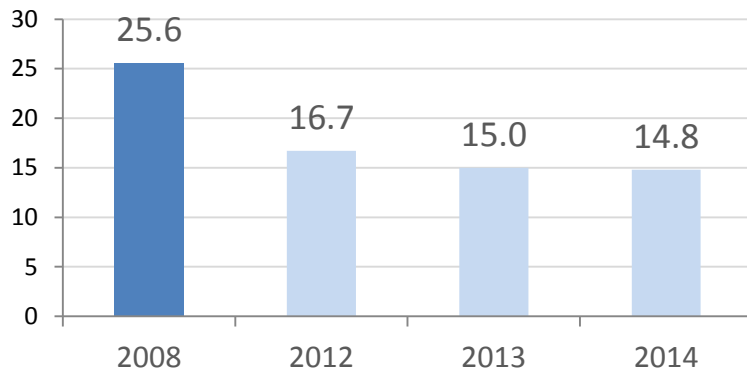
Electricity consumptions (kWh/t)



CO₂ emissions (kg/t)



Water consumptions (m³/t)



We produce in a sustainable way. Benefits of restructuring and investments are visible in terms of green ratios achieved.

A certified asset portfolio...

Asset	ISO 9001	ISO 14001	FSC	EN 15593	EPD (product)	OSHAS 18001	EMAS	HACCP
S.Giustina	X	X	X	X	X	X		
Villa S.Lucia	X	X	X	X	X			
Arnsberg	X	X	X				X	
Blendecque	X	X	X			X		X
Ovaro	X	X	X		X	X		
Almazan	X		X					



Overview of group evolution

1947-2003

Growing organically and through M&A

- 1928** Co.'s establishment
- 1947** Listing - Milan Stock Exchange
- 1954** Starting cartonboard production (Magenta).
- 1979** Acquisition Cartiera di Villa S.Lucia.
- 1985** Acquisition Cartiere di Verona.
- 1997-98** Saffa-RDM merger
- 2003** 72.6 €mn capital increase; new shareholders and management team.

2004-2008

Deep financial restructuring

- 2005** Non-core assets disposals.
- 2006** De-merger of real estate assets.
- 2006** 150 €mn loan repayment and refinancing.
- 2008** Business combination with Cascades.

2008-2014

Consolidating and Focusing

- Rationalization** of production capacity.
- Capex** focused on core assets . Targets: to achieve top-class cost-efficiency, reduce energy consumptions and improve sustainability.
- Internationalization** of mkt presence and parallel re-organization of sales channels.