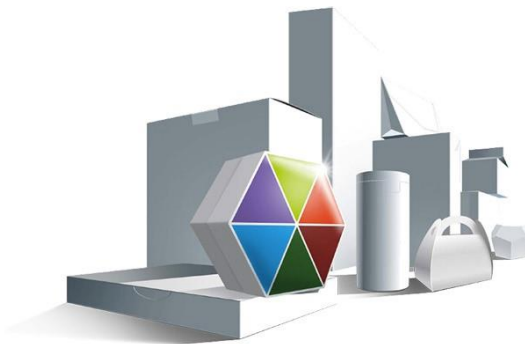


Reno De Medici

Frankfurt European MidCap Event

6 February 2018



Born to be
converted



- 1 RDM Features and Strategic Guidelines**
- 2 Delivering on Strategy
- 3 RDM Shares and Final Remarks



30 June 2016

Acquisition of RDM La Rochette (ex Cascades sas), producing cartonboard based on virgin fibers, dawning of a new integrated player.
Careo – **RDM Marketing wholly owned** as a result of the integration of the FBB business.

2 November 2016

Appointment of the **new CEO**.

Q1 2017

Restructuring of the organization with emphasis on integrating the way sales and operations link each other.

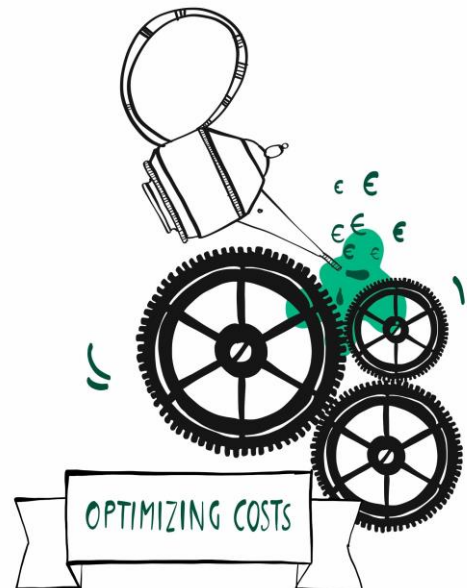
Today  is

A single integrated company
Operating with a single brand
Marketing products through a single sales structure
Headed by a single management team
Executing a single strategy

With the aim of maximising the satisfaction of ALL our STAKEHOLDERS.



Partner of Choice







RDM leverages on **clear strengths** to deliver strategy:



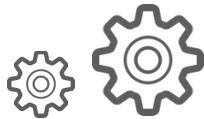
MULTICOUNTRY

PanEuropean asset base
and sales network



BROAD OFFER

Cartonboard portfolio
based on recycled, virgin
fibres and specialties,
meeting the full range of
customer needs



SIZE

Strong position on the
European market
making RDM the **partner
of choice** for key brands
and multinational
corporations



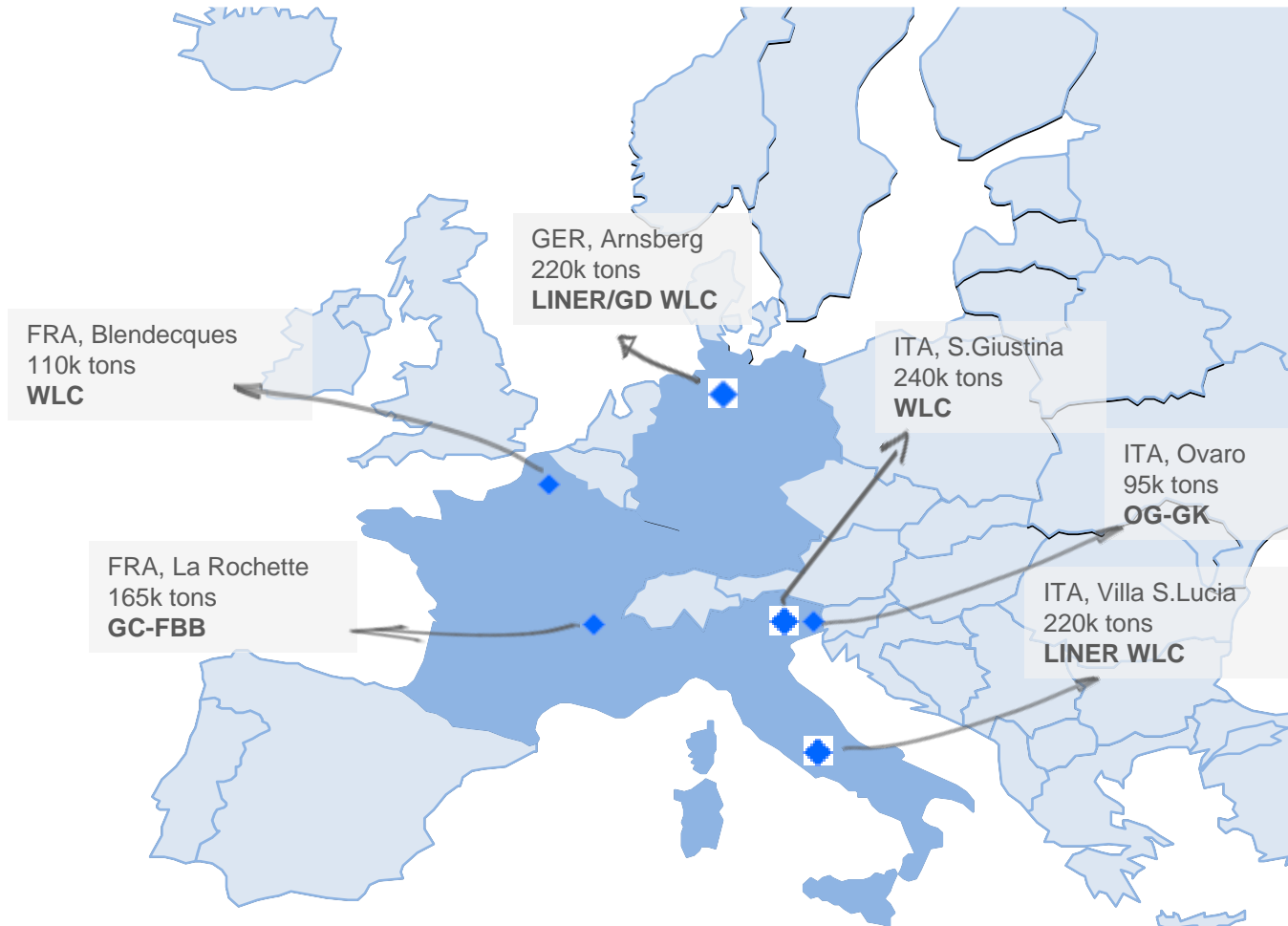
GROWING BUSINESS

Presence in the packaging
business, sector in which
organic growth can be
healthy as returns on
investment prove to be high



Three assets with capacity well above 200k tons/p.a.

Ovaro mill focused on high-margin specialties.



WLC –
White Lined Chipboard

FBB –
Folding Boxboard

RDM La Rochette (FBB business) included in the P&L consolidation perimeter of RDM starting from H2 2016.



ONE-COMPANY CULTURE

*Spread the new culture across RDM
Benchmark internal/external activities
Foster best-practice sharing and synergies*



INTEGRATED SUPPLY CHAIN

*Enhance service and product quality
Optimize volume allocation through customer segmentation
Develop Integrated Business Planning*



HEALTH & SAFETY

*Target “Zero Accident” vision
Promote well-being mindset
Encourage improvements in working environment*



NEW ERP SYSTEM

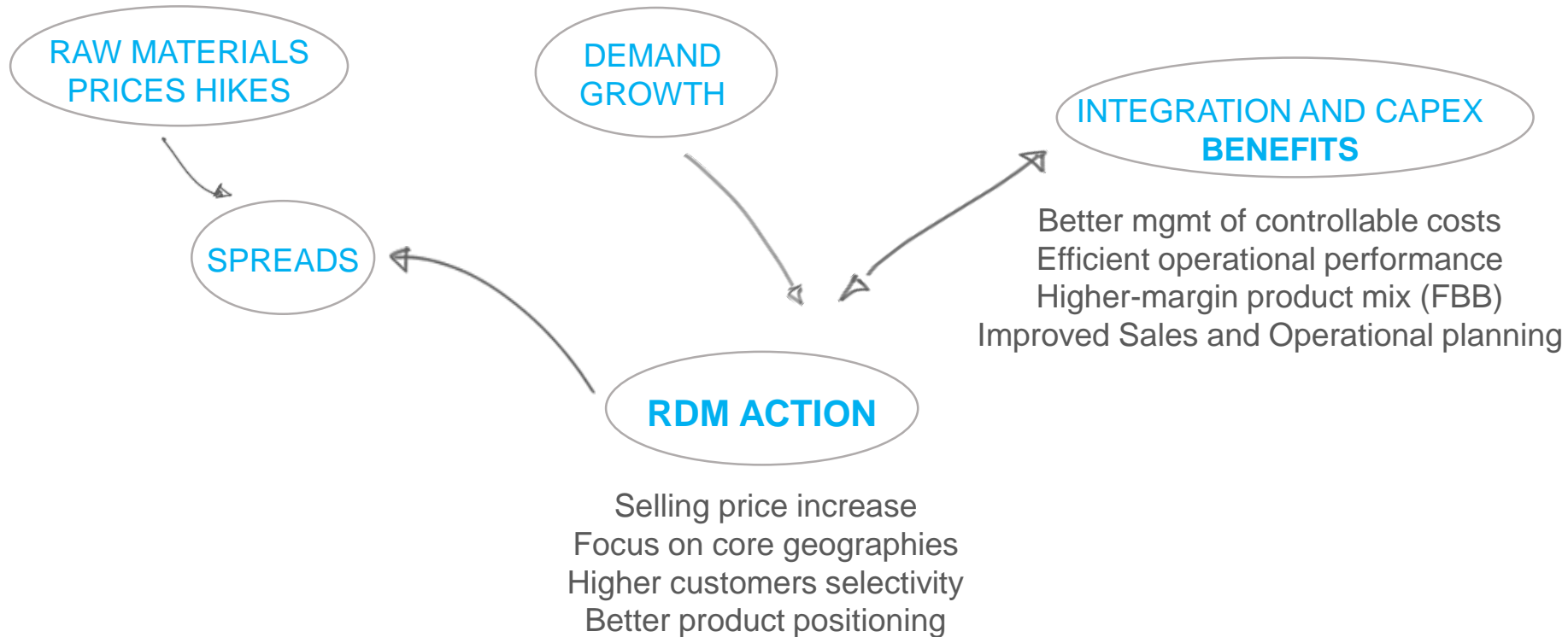
*Close prototype phase
Go-live in Italian mills*



- 1 RDM Features and Strategic Guidelines
- 2 **Delivering on Strategy**
- 3 RDM Shares and Final Remarks



Increasing margins in a tough input-cost scenario

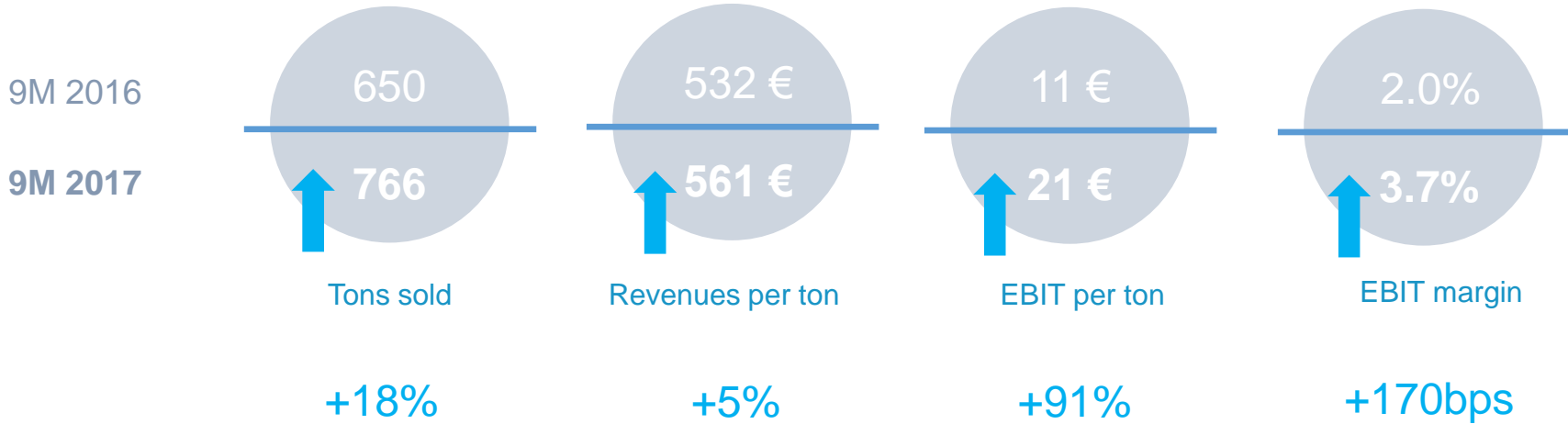


Demand trend helped, but **in-house levers** put into play were crucial.

We successfully adapted response to spread challenges, while increasing mkt share in core countries.



A set of metrics consistently on the rise





(% changes: 9M 2017 vs. 9M 2016)

429.7 € mn

Net Revenues
from Sales
(+24.2%)

33.0 € mn

EBITDA
(+41.0%)

16.1 € mn

EBIT
(+127.3%)

12.1 € mn

Net Profit
(3.4x)

0.20x

Gearing*
(0.22x @ 2016YE)

7.3%

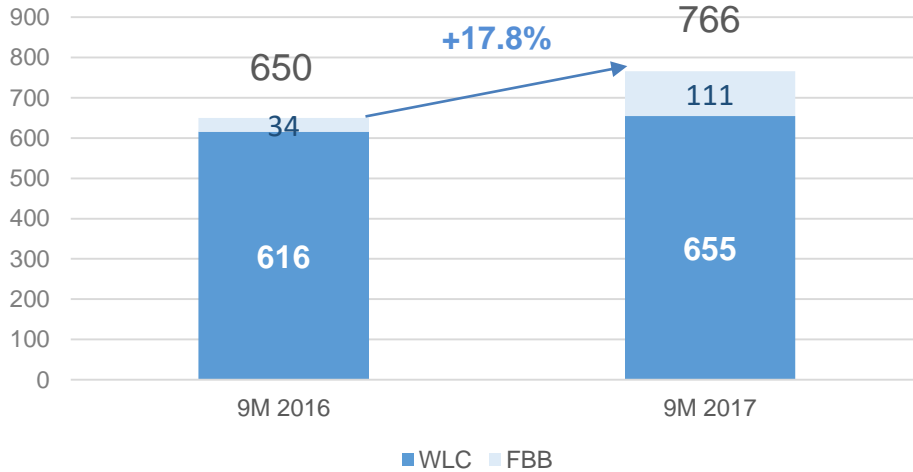
ROCE**
(3.7% @ 2016YE)

*Gearing: Debt/(Debt+Equity)

**ROCE: Last 12-month EBIT/Capital Employed Adjusted (for Equity Investments & LT Liabilities)



Volumes sold ('000 tons)

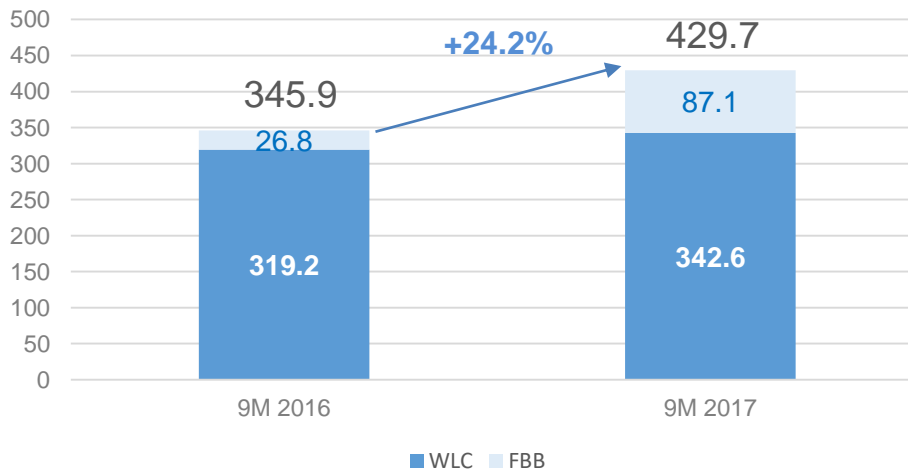


The increase in volumes reflects:

- the consolidation of the RDM La Rochette (FBB business) for 9 months in 2017 (while in 2016 it contributed just in Q3).
- The 6.3% increase in WLC volumes (+39k tons).

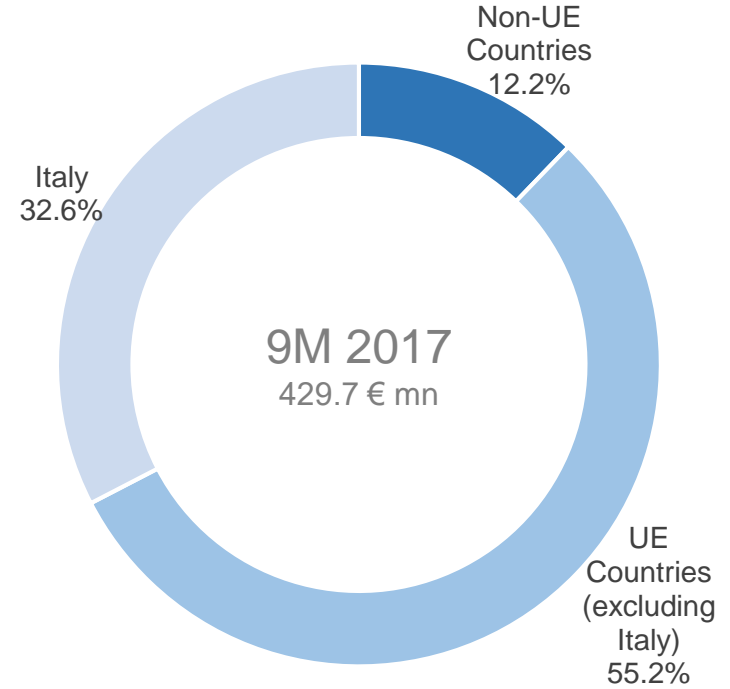
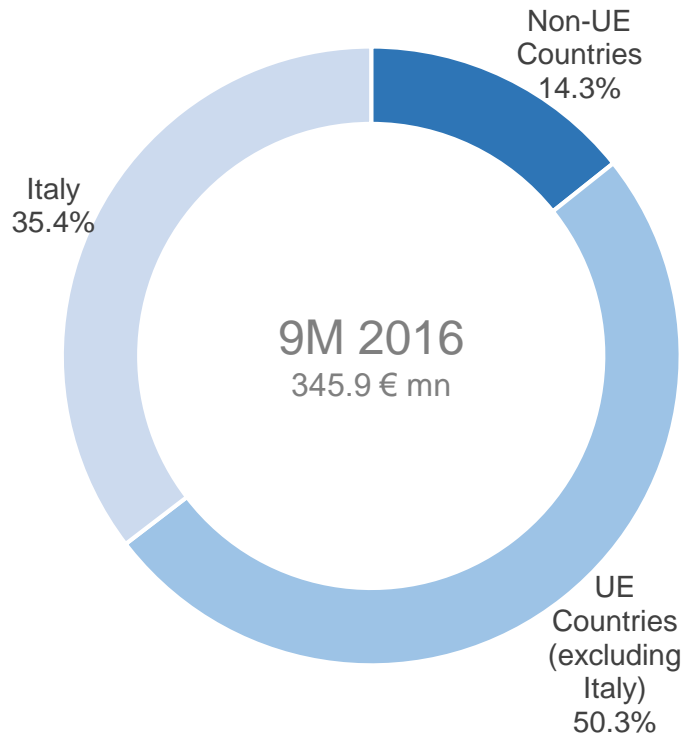
Revenue growth outpaced volume increase

Revenues from Sales (€ mn)



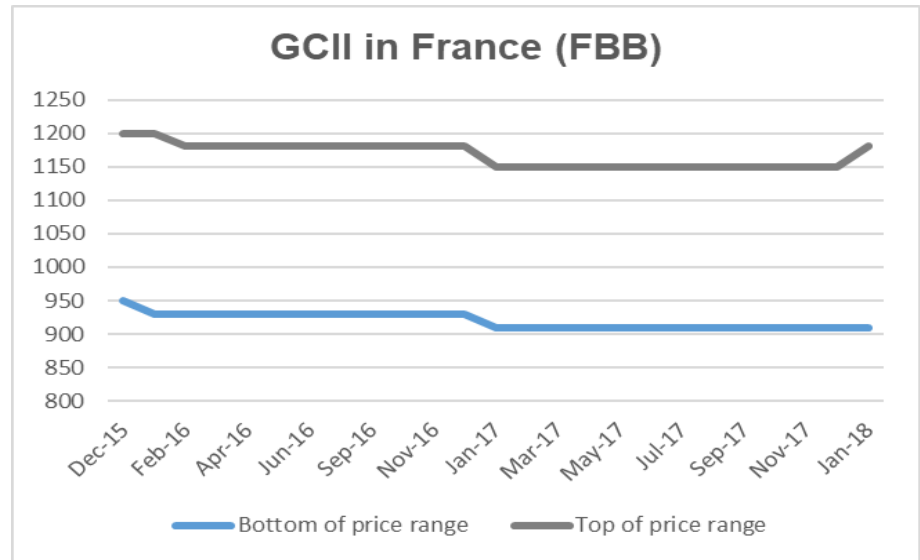
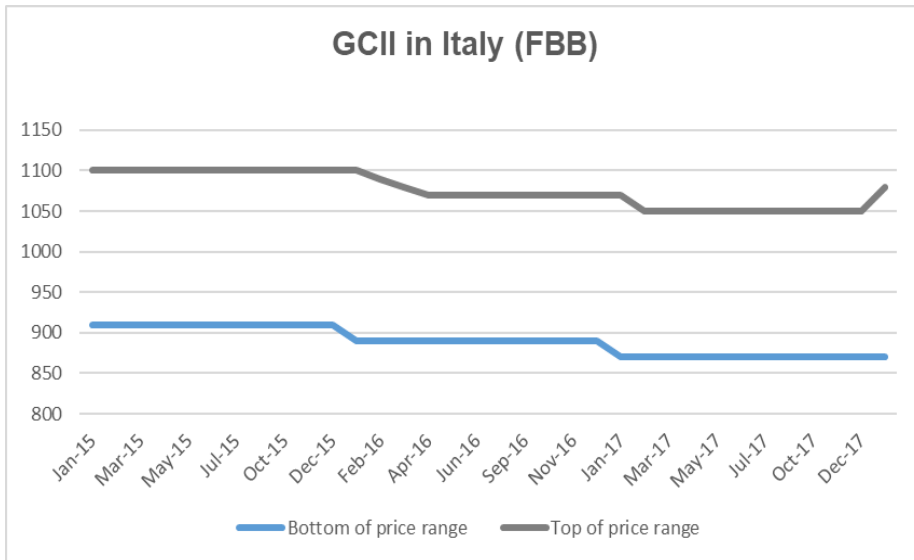
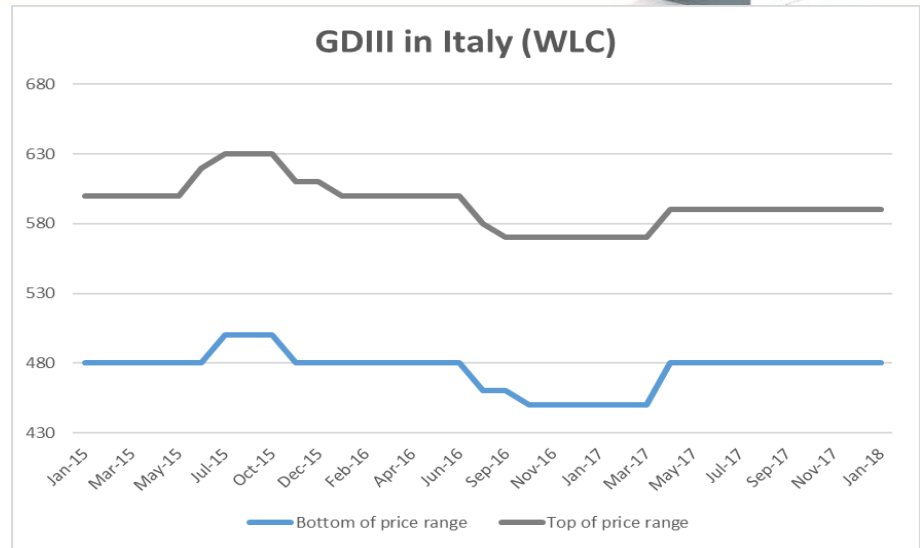
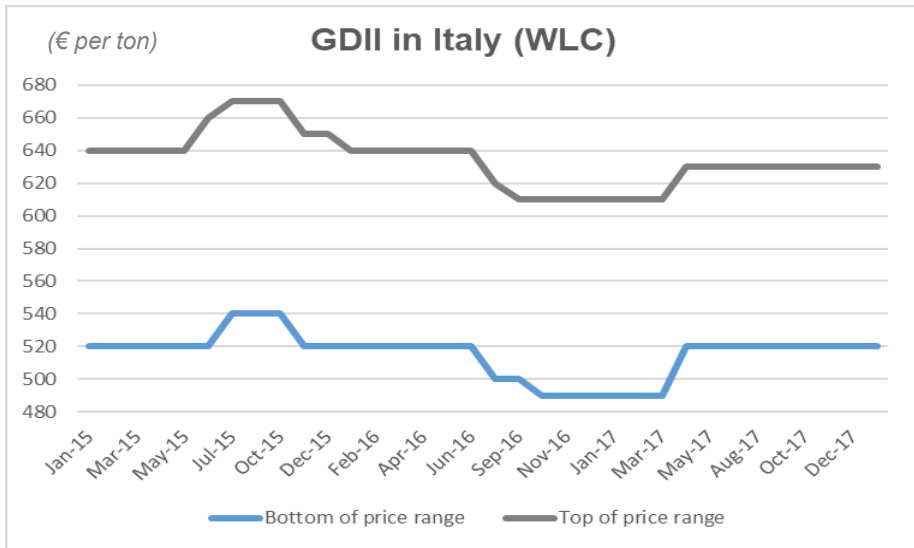
The topline growth was driven by the positive impact of the RDM La Rochette consolidation.

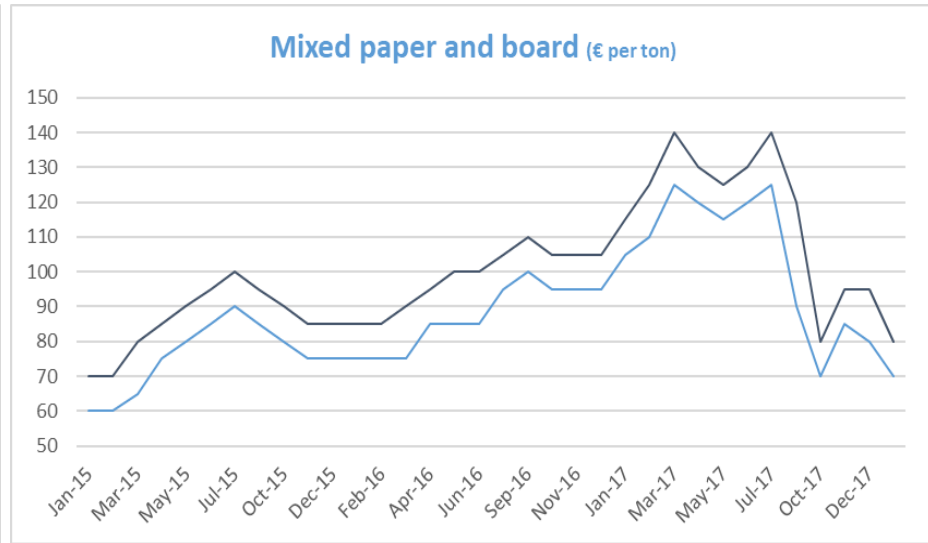
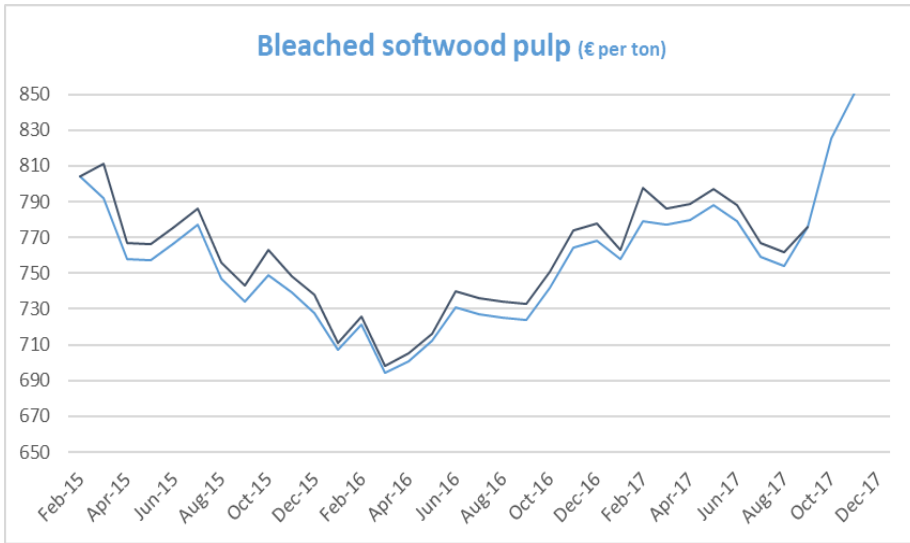
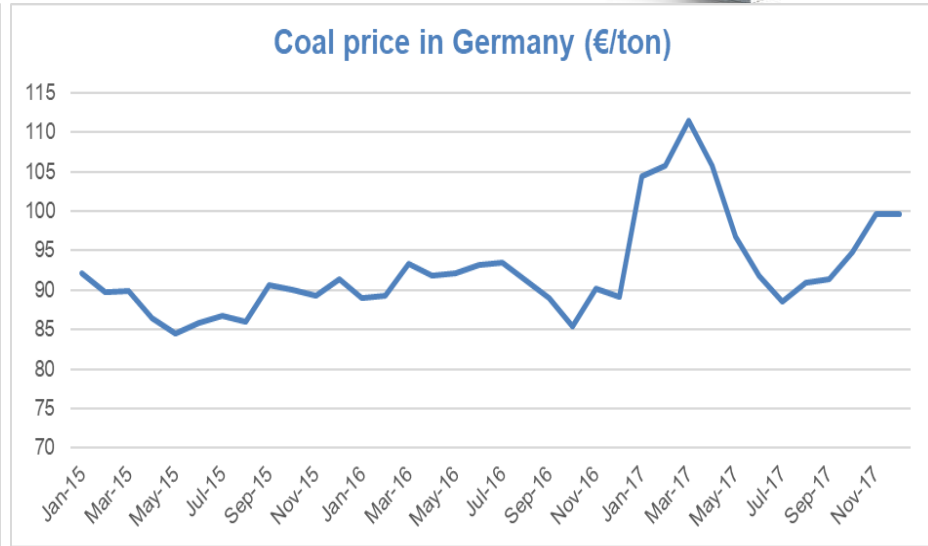
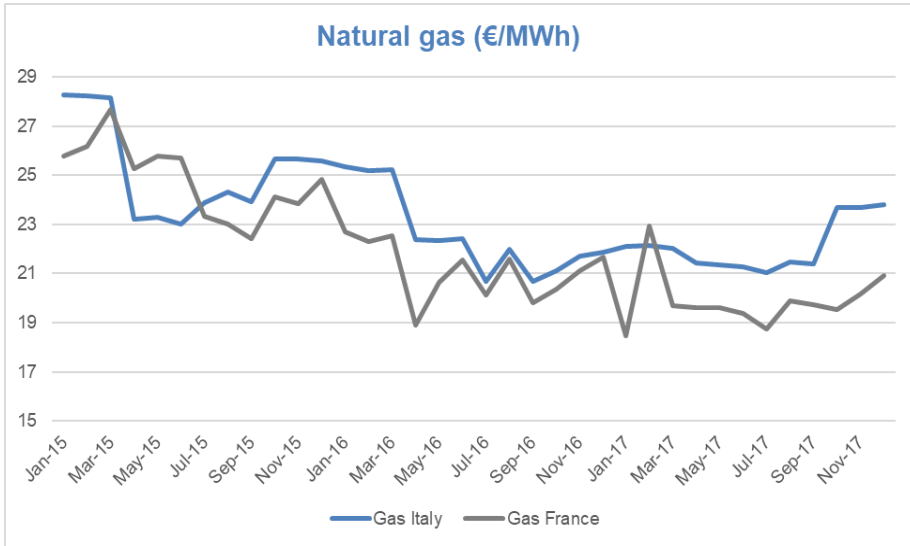
WLC revenues increased by 7.3%, at a higher pace than WLC volumes.



FFB (La Rochette) products were not part of the RDM portfolio in H1 2016.

Strong position in core European countries



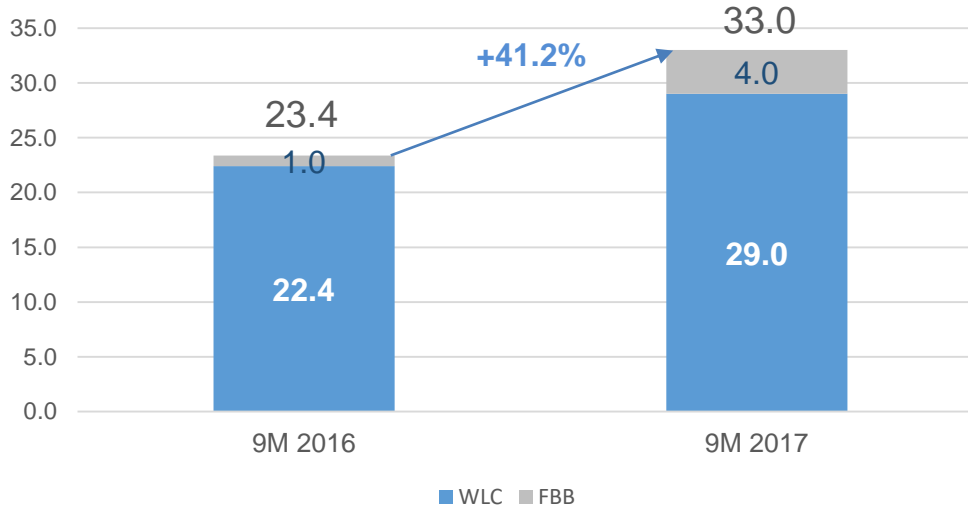


— Top of price range — Bottom of price range

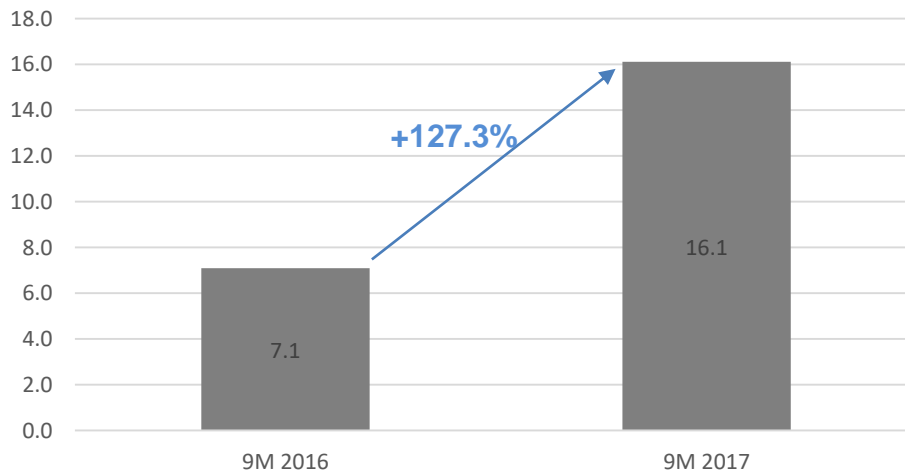
— Top of price range — Bottom of price range



EBITDA (€ mn)



EBIT (€ mn)



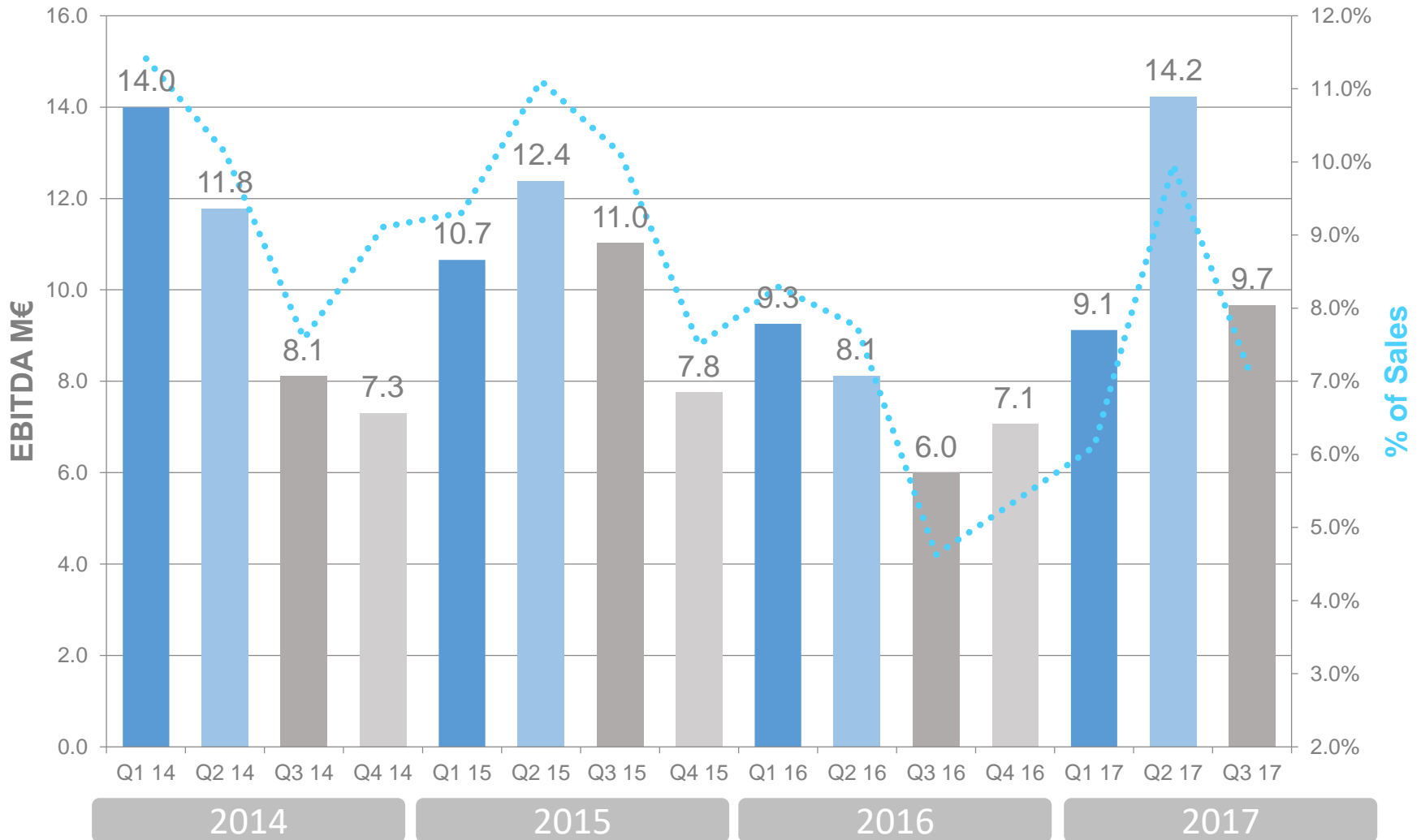
The **WLC EBITDA change (+29.5%)** reflects the following drivers:

- + **WLC Revenues** increase (+7.3%) led by **volume** growth (+6.3%)
- + Lower **energy costs** than in 9M 2016;
- Higher cost of **non-energy raw materials**.

In Q3 2017 the **contribution from the FBB business** to consolidated EBITDA was **negative**, due to the longer-than-usual stop of La Rochette mill in August, aimed to carry out the **planned investment** in the new power plant.

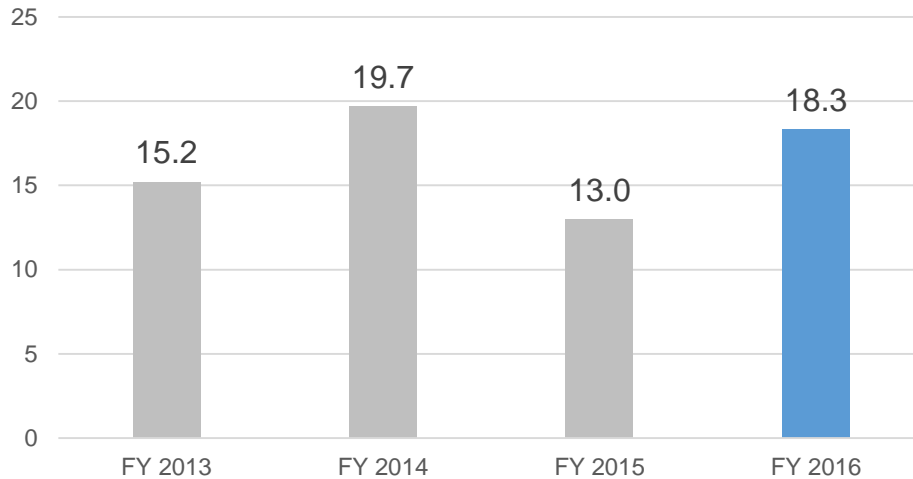
9M 2017 EBITDA also reflects an **extraordinary item: 1.2 € mn restructuring costs** for the reorganization of the sales team.

EBIT increase (+127.3%) resulted in being even stronger than EBITDA increase (+41.2%), due to limited D&A growth (+3.7%, up to 16.9 € mn from 16.3 € mn in 9M 2016).





Capex (€ mn)

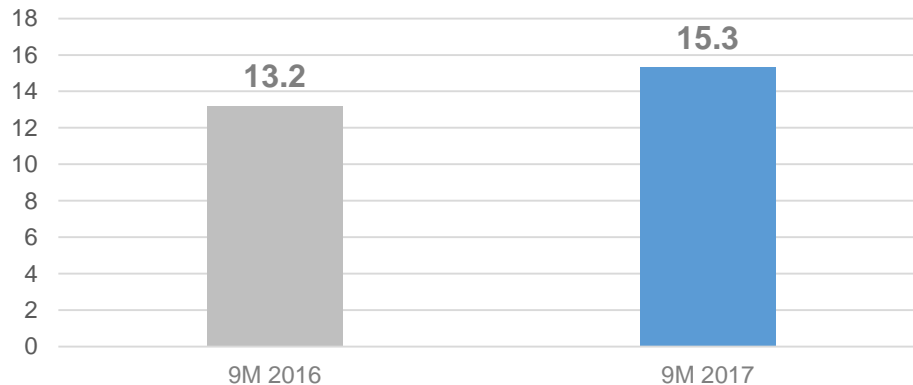


Typically, over the last eight years, RDM investments have been mainly concentrated in upgrading **one plant** at a time.

In 2016, Capex was mainly focused on the **Arnsberg mill** rebuild.

Cumulated capex of **144.2 million euro** over the 2008-2015 period, i.e. **18.0 million euro on average per year**.

9-month Capex (€ mn)

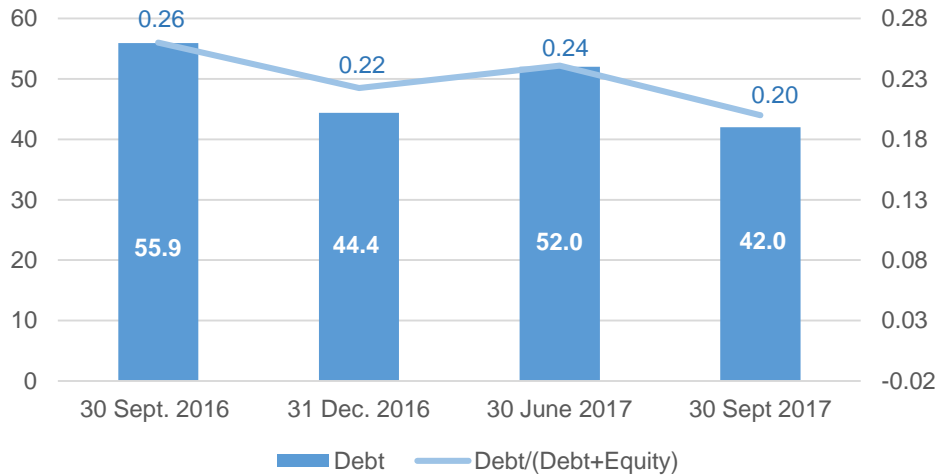


In 9M 2017 the two main capex projects were:

- the rebuild of the press section at **Blendecques (Jan.)**
- the replacement of the power plant at **La Rochette (Aug.)**



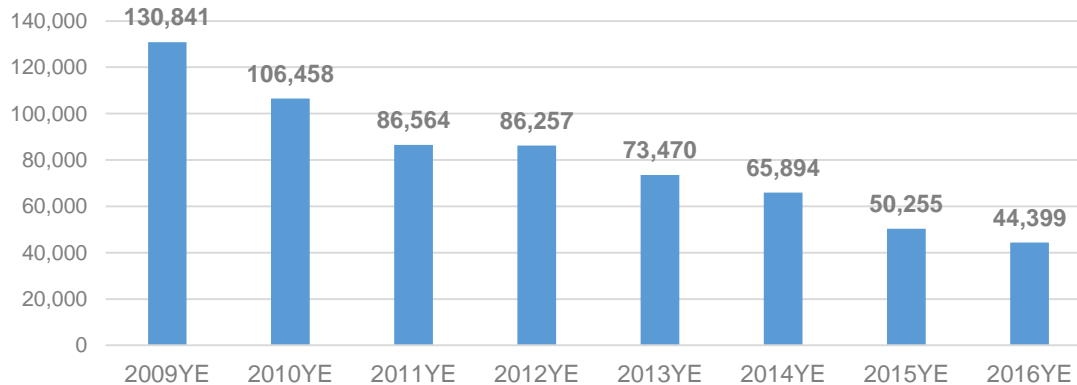
Net Financial Debt and Gearing



Concentration of outflows in H1 2017 led to a substantial absorption of operating cash flow.

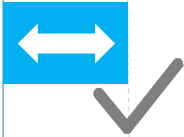
- Payment of annual bonuses to customers
- 2016 dividends paid and shares buyback (1.3 mn €)
- Equity investment in Paper Interconnector 1.7 € mn
- Restructuring costs 1.2 € mn
- RDM Arnsberg GmbH deposit on the 'logo fee' tax case (2.6 € mn).

Net Financial Debt ('000€)

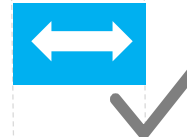




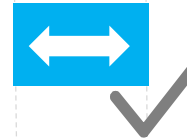
Blendecques
shoepress section



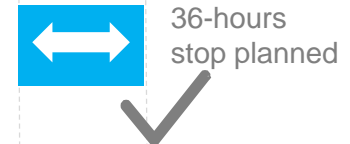
La Rochette
power plant



Ovaro
converting machine



Santa Giustina
steam turbine



New ERP



Health & Safety projects



Jan

Aug

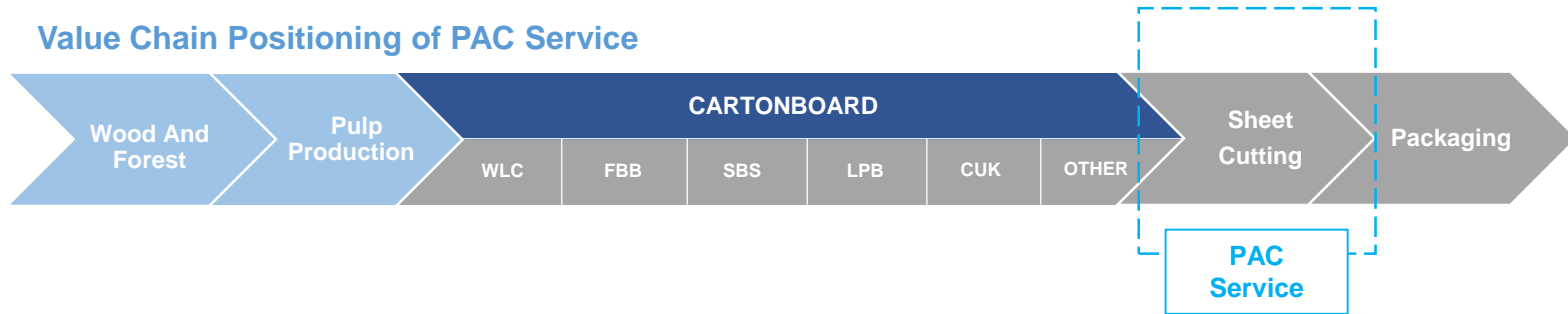
Dec

2018: sheeter at PAC Service, winder machine in Villa Santa Lucia and pope reel in Santa Giustina



On 19 Dec. 2017 RDM acquired a 66.67% stake in PAC Service share capital. The acquisition is effective from 1 Jan. 2018. The target Company operates in the sheet cutting business. RDM has long been a strategic provider of PAC Service.

Value Chain Positioning of PAC Service



Terms of the deal

Seller: Bellon family
RDM stake previously held: 33.33%
Total consideration (for 66.67%): 10.05 € mn
2017 pro-forma EV/EBITDA pre-synergies: 6.7x

2016 PAC Service key figures

Revenues: 20.5 € mn
EBITDA: 1.9 € mn
EBIT: 1.7 € mn
Net Profit: 1.1 € mn
Net Financial Debt (2016 YE): 1.2 € mn



The PAC Service acquisition fits perfectly into RDM vision and strategy

By achieving the whole control of PAC service, **RDM has the opportunity to...**

VISION: 'Partner of Choice'

...Enrich and broaden customer offer and service

M&A STRATEGY

- ...Strengthen the supply chain integration*
- ...Fully consolidate a business that improves Group profitability*
- ...Smooth earnings fluctuations linked to demand and inputs dynamics throughout the cycle*



KEY FEATURES

1 site
23 employees
22k tons p.a. processed

MAIN PRODUCTS

Folding Boxboard (FBB)
Recycled Paperboard (WLC)
Solid Bleached Board (SBB)
Solid Unbleached Board (SUB)

KEY STRENGTHS

Constantly updated machines
Quality, quickness and flexibility of deliveries
Unexploited capacity

CERTIFICATIONS

UNI EN ISO 9001/2000
PEFC
FSC



- 1 RDM Features and Strategic Guidelines
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Share Capital: 140,000,000.00 €

Outstanding shares: 377,800,994, o/w
 377,531,909 ordinary shares
 269,085 convertible savings shares

Conversion period: in February and
 September, each year

Listing markets

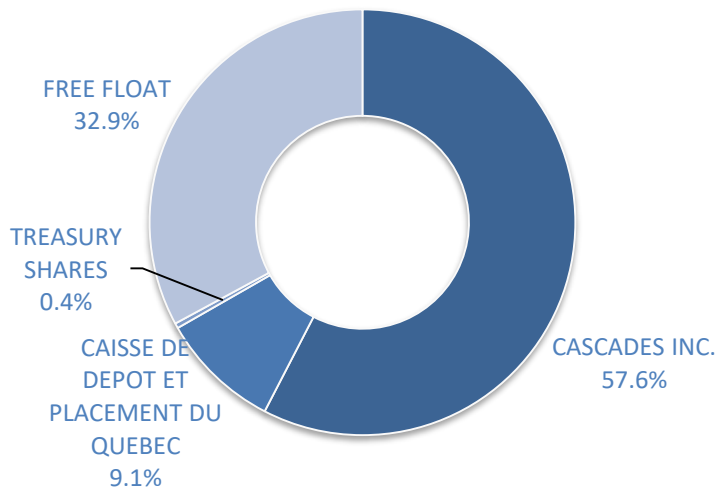
Milan Stock Exchange – MTA (STAR segment)
 Madrid Stock Exchange

Codes

Bloomberg: RM IM; Reuters: RDM.MI
 ISIN: IT0001178299

Mkt cap: 244.1 € mn (@0.646 € p.s. as of 31 January 2018)

Main shareholders



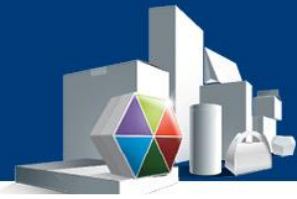
Source: RDM shareholder register

Last dividend paid

ORDINARY SHARE: Dividend of 2.65 € cents

Payment date: **10 May 2017**

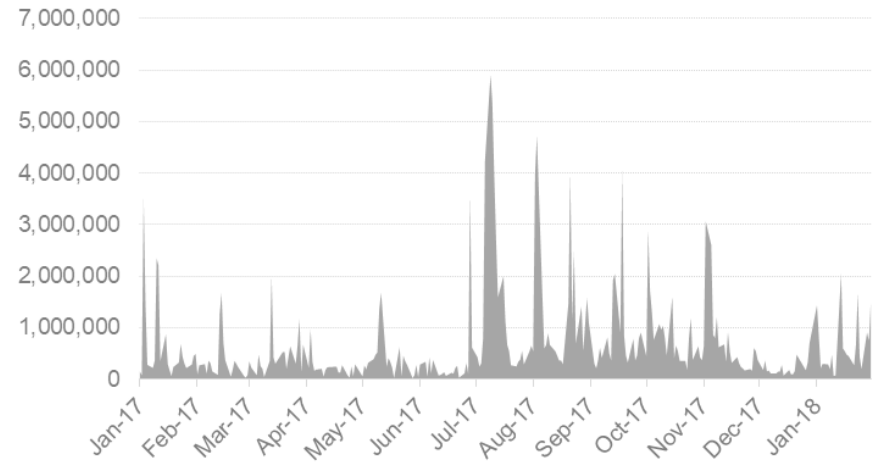
Dividend yield: **0.9%** (YE2016 price of 0.3055 €)



RdM share price

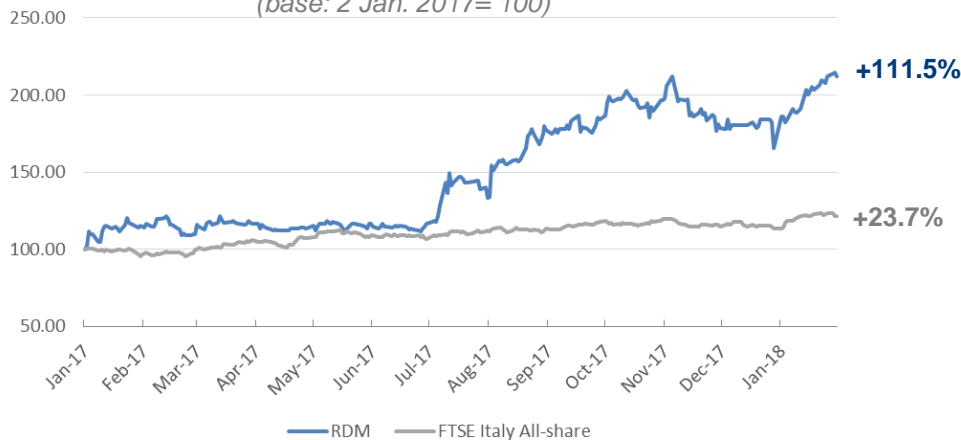


RdM traded volumes



RdM vs FTSE Italy All-share Index

(base: 2 Jan. 2017= 100)



Average daily traded volumes

Q1 2017: 512,773

Q2 2017: 362,208

Q3 2017: 1,270,890

Q4 2017: 621,645

(Last update: 31 Jan. 2018)



Board appointed on 28 April 2017. Term of office: 3 financial years.
The CEO is the only executive member of the Board.



Eric Laflamme, Chairman

Entrepreneur (packaging business) since 2013. COO of Cascades Group in Montreal (2002-2008). Previously at Cascades SA Europe.



Michele Bianchi, CEO

Chemical engineer, with more than 19 years of experience in the European packaging industry.



Laura Guazzoni, Independent Director

Chartered accountant and business consultant. Bocconi University professor.



Sara Rizzon, Director

Lawyer at the Jones Day Milan office. Expert in M&A and corporate compliance



Gloria F. Marino, Independent Director

Chartered accountant and statutory auditor.



Allan Hogg, Director

CFO of Cascades Group since 2010 – Bachelor’s Business Administration in Accounting.



Giulio Antonello, Independent Director

In the past, investment banker and CEO of a listed Company. Presently, strategic advisor in the asset management field.



SHAREHOLDERS

+246%: *EpS increase in 9M 2017 vs.9M 2016*
 2016 dividend: 0.00265€, i.e. 0.9% yield
 +65.5%: *price increase in 2017 YTD*
 96 investors met in 2017 YTD



SUPPLIERS

Procurement integrated on a single platform
Smarter planning



EMPLOYEES

Cultivation of the “One-Company” culture
Promotion of a digitalized mindset
New MBO system also based on Co.’s EBIT
New incentivizing remuneration policy
Satisfaction survey (entire staff) in 2018



CUSTOMERS

Tailored solutions in response to specific needs
Improved quality and service of products
Differentiation through converting and finishing services
Satisfaction survey in Nov. 2017

Listening, engaging and creating value for stakeholders



We will continue to deploy our plan to pursue **organic growth** and **improve profitability**

- 1 Thorough evaluation and management of **capex**.
Priorities: higher EBIT margin, ROCE expansion and sustainability improvements.
- 2 Optimization of **the way we produce and sell**, through further integration and by leveraging on digitalization.

We will selectively explore **M&A opportunities** that can open-up new business segments, even through **vertical integration**, as long as they can...



Increase Company's **returns** in a reasonable time span



Contribute to **smooth volatility** over the cycle