

**Toby Marchant**  
**CEO, PaperlinX**

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# Agenda

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- Introduction
- Strategic initiatives completed
- Platforms for success
- Regaining relevance
- Trading update
- Questions

# Introduction

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Toby Marchant, CEO

- Previous positions
  - CEO, PaperlinX Europe
  - CEO, PaperlinX Region 2 (UK, Ireland, SA)
  - MD, Robert Horne Paper Group
- 30 years industry experience

# Strategic initiatives completed

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- Exit of manufacturing complete
- \$1.2bn debt reduction since Dec 2008
- New regional asset-based lending facilities
- Lower cost and working capital base
- Well positioned for any market recovery
- Structure & strategy will reflect prevailing market conditions
- Diversification embedded and gaining traction

# Platforms for success

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- Freedom from corporate distractions of the past two years, (exit from manufacturing & an appropriate lending structure)
- Our business model: local value propositions, shaped to individual markets, combined with global leverage
  - Best people in industry who have maintained entrepreneurial edge
  - Powerful customer and supplier relationships
  - Constantly evolving range of market leading products and services
- The lessons of the GFC: a capability to flex costs and generate cash

# The road map to **Regaining Relevance**

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- Deliver consistent results to regain confidence of investors
- Embed a relevant structure for the future – simple, low cost & flexible
- Implement a strategic plan relevant to the markets we serve – optimize the core & accelerate diversification

# Foundation strategy: optimise the core

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- Drive volumes in niche sectors & growth markets
- Fully leveraged procurement & shared services
- Margin & pricing management a core competence
- Ongoing cost focus & right-sizing
- Centralised and disciplined working capital management
- Optimised cash generation
- Cross pollination of best practice across the Group

# Foundation strategy: accelerate diversification

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- Sign and Display
- Graphics consumables
- Technology (DAM/work flow software)
- Industrial Packaging
- Digital (hardware & consumables)
- Converting
- 3PL (third party logistics)
- Capability & project sharing across the Group

# Trading update

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- Trading results for the first four months on track and meaningfully above prior year
- Important European turnarounds evident
- Ongoing cost and working capital focus bearing fruit
- Favourable pricing in NA and Europe
- Demand not expected to significantly improve in short term

# Questions