

INNOVATION IS A KEY DRIVER OF GROWTH

Capital Markets Day 2015

2015-11-12 | Magnus Wikström, SVP Technology & Strategic Development



THE NORMAL WAY OF LOOKING AT INNOVATION IS A SCIENTIST IN A LAB ...

The basics

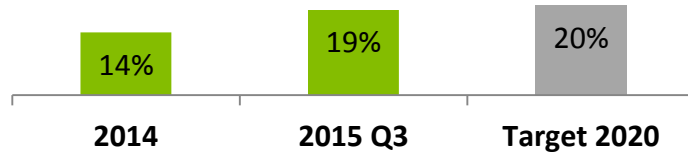
- Project models
- Stage gate processes
- Screening criteria
- Upscaling facilities, i.e. pilot scale



AND YES THIS IS ALSO WHAT WE DO

In fact, we are rather good at it

The proportion of sales accounted for by new products



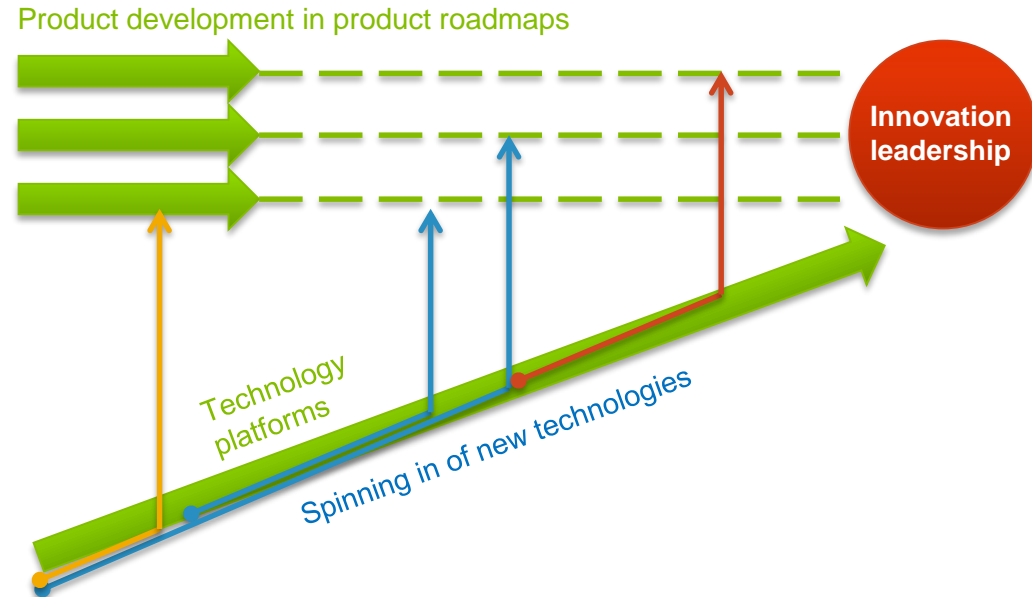
A proven ability to drive inventions to innovations





AND WE DO INVEST MORE IN RADICAL MATERIAL DEVELOPMENT

- Establishing technology platforms
 - E.g. Microfibrillar cellulose, 3D formability, barriers, embedded functionalities, biocomposites
- Motive
 - Enhancing internal expertise
 - Designing external R&D network
 - Capacity run more parallel tracks





BUT INNOVATION IS MORE THAN THAT FOR US



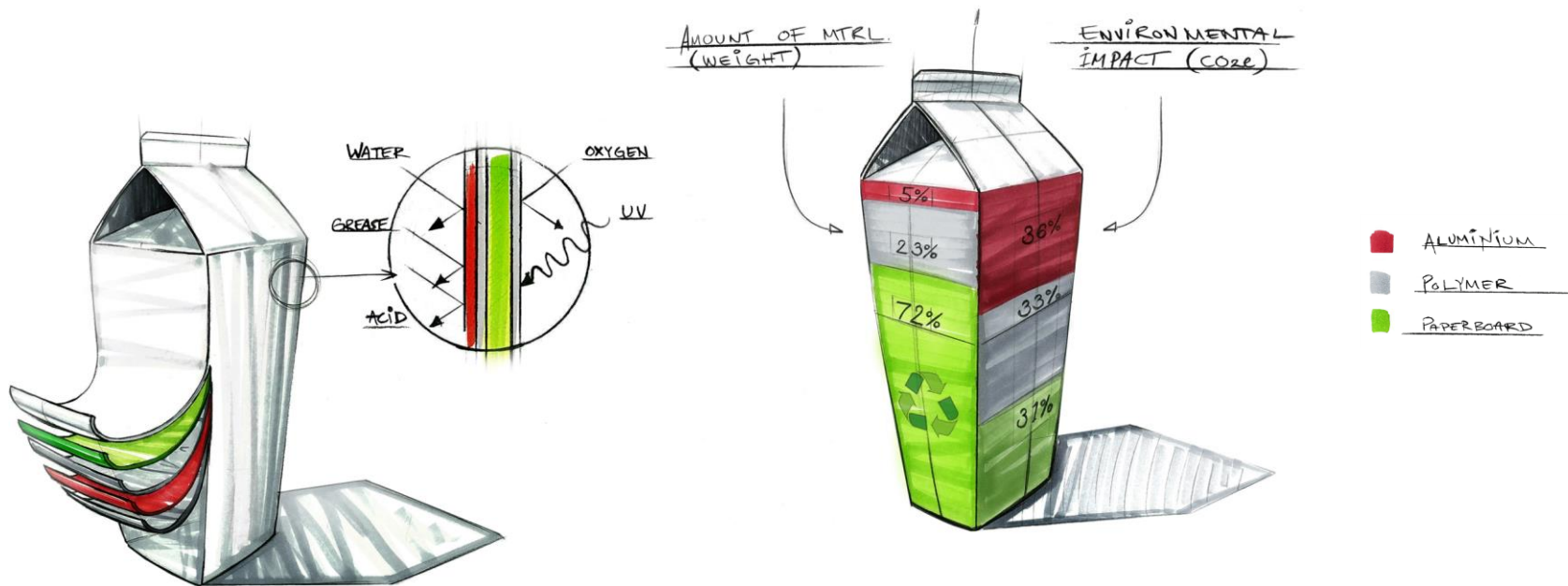
**Support and expand current
business**

**Take on challenges with high potential
to transform us as a company**

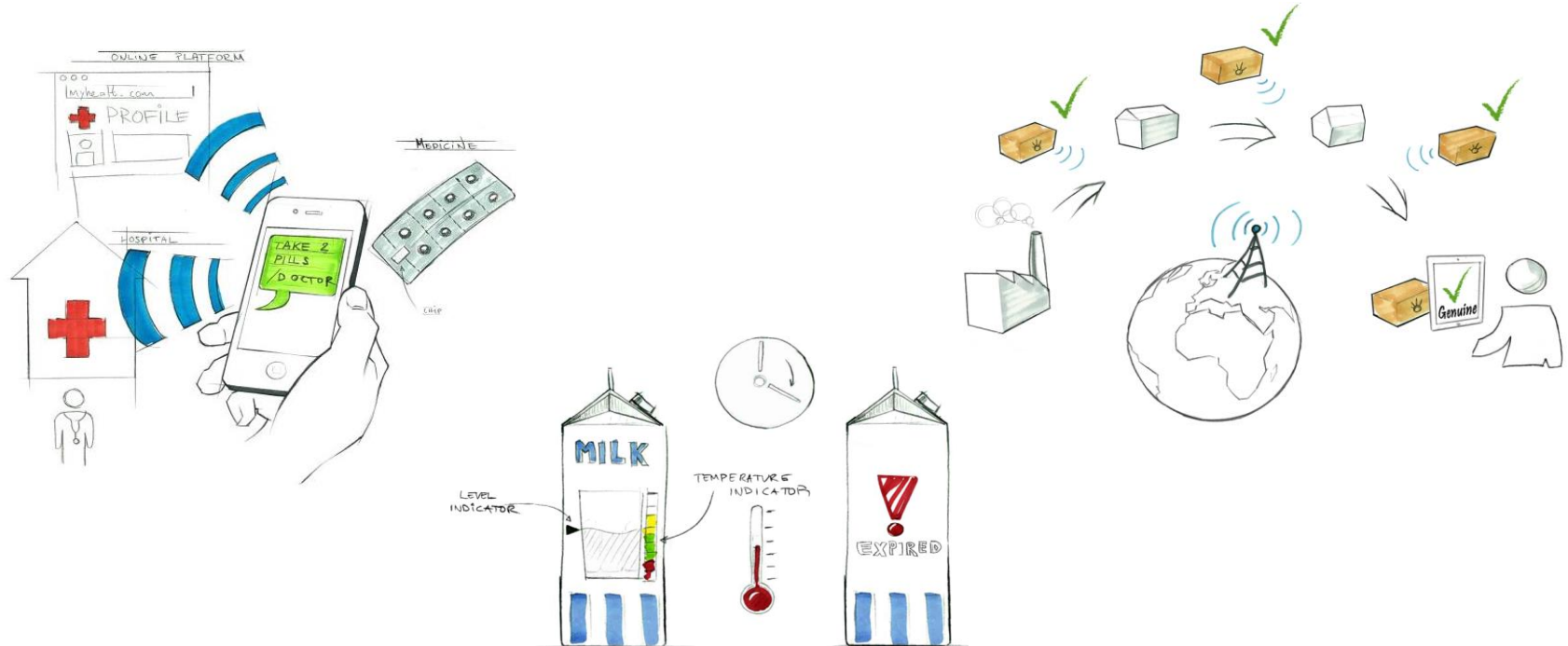
WHAT IF WE COULD...



... EVEN FURTHER REDUCE THE ENVIRONMENTAL IMPACT OF 100 BILLION LIQUID PACKAGES!



OR HELP PEOPLE IN EVERYDAY LIFE BY OFFERING INTELLIGENT PACKAGES!





OR CHALLENGE THE CARBONATED DRINK MARKET* WITH A FIBRE-BASED BOTTLE



*The carbonated drink market accounts for more than 900 billion plastic bottles annually



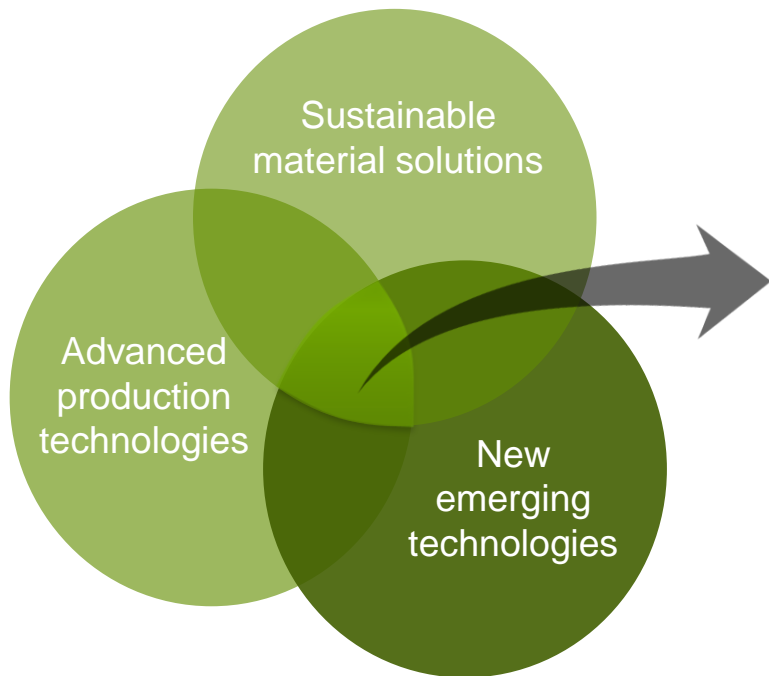
THEN WE CONTINUE TO CHALLENGE CONVENTIONAL PACKAGING FOR A SUSTAINABLE FUTURE





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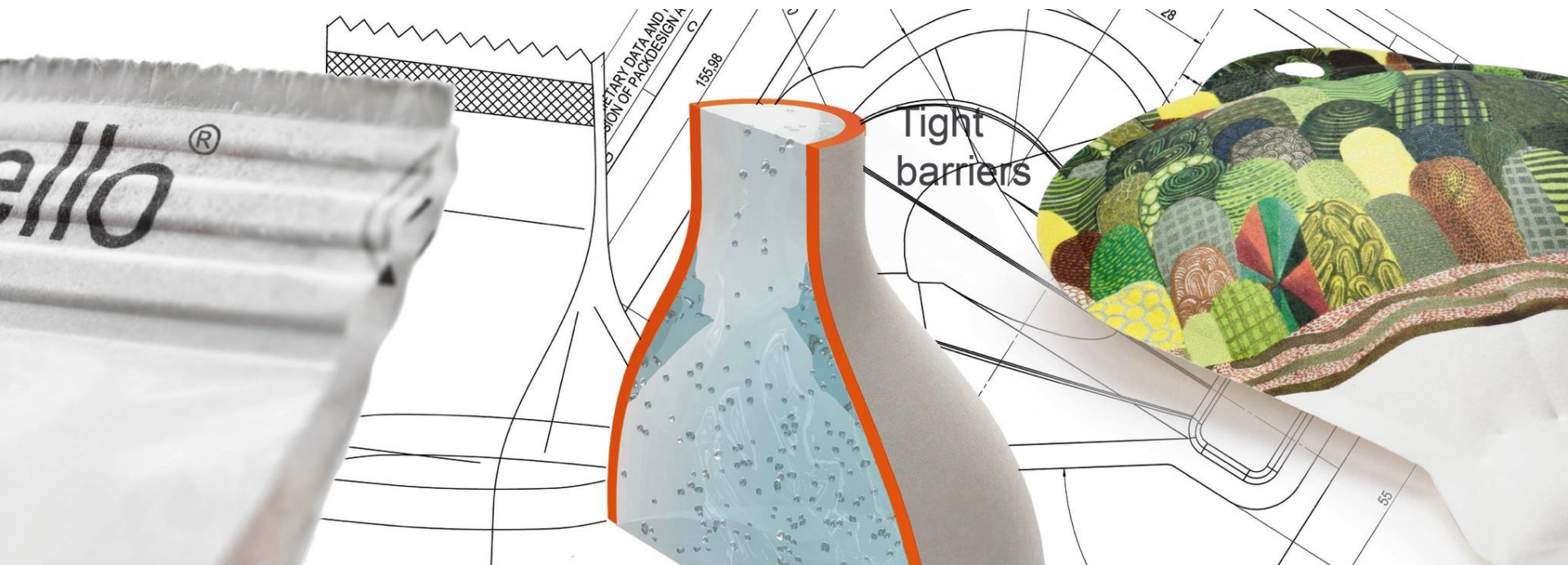
WE START FROM WHERE WE ALREADY HAVE A STRONG CAPABILITY TO INNOVATE,
AND EXPAND INTO NEW DISCIPLINES



- To support and expand current business
- To take on challenges with high potential to transform us as a company



Q&A





BILLERUDKORSNÄS

