



## Amcor Flexibles Europe & Americas

Peter Brues, President Amcor Flexibles Europe & Americas

# Aspiring to new heights

## Key messages

### Strong existing platform

- Broad geographic footprint
- Servicing defensive end markets
- Market leader in key segments
- Strong customer relationships

### Dynamic market environment

- Creates opportunities for market leader

### Profitable growth drivers

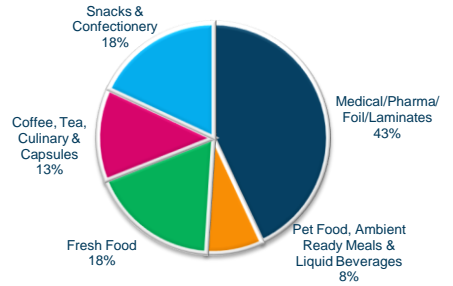
- Strategic marketing
- Advantaged cost positions
- Product innovation



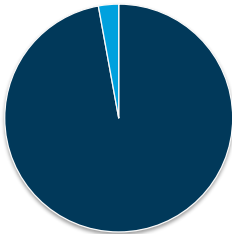
## Business overview



FY2012 sales €3,050 million

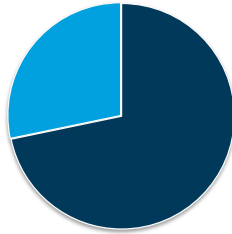


## Flexible Packaging by region



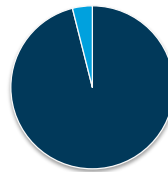
### North America

Total consumption €13.5b  
Amcor sales 3%  
CAGR: 2.1%



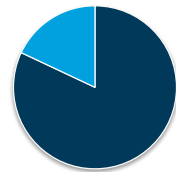
### Western Europe

Total consumption €9.2b  
Amcor sales 24%  
CAGR: 1.9%



### Latin America

Total consumption €3.2b  
Amcor sales 3%  
CAGR: 4.6%



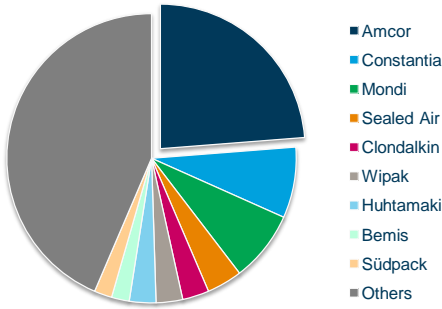
### CE Europe

Total consumption €1.9b  
Amcor sales 20%  
CAGR: 5.7%

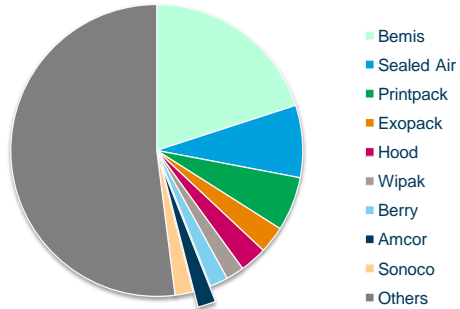


## Flexible Packaging market share

Europe



North America



## Market trends

### Trend

#### Economic uncertainty

- Customers need to
  - Reduce costs
  - Differentiate products
  - Increase promotional activity

#### Demographic/lifestyle changes

- Microsegmentation of needs
  - Ageing population
  - Single person households
  - Convenience
  - Sustainability

### Implications

#### Customer interface

- Responsive
- Understand changing needs

#### Product design and development

- Customer backed innovation
- Rapid commercialisation

#### Manufacturing

- Best practice sharing
- Low cost
- Flexible/responsive

#### Strategic marketing

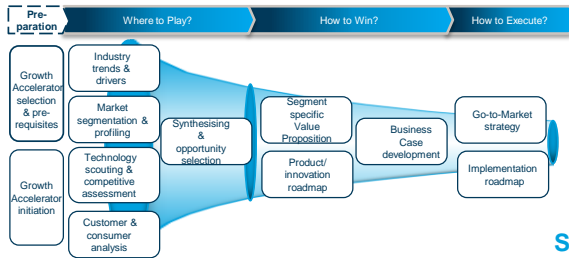
- Identify opportunities
- Value selling

Dynamic market environment

Benefit from scale while remaining responsive



## Growth through strategic marketing



### Superior strategic marketing

- Understand unique customer and end-user needs
- Create differentiation
- Elevate role of strategic marketing
- Core growth accelerator team identified and trained
- Integrate new tools into ValuePlus



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## Innovation platform – barrier retort package

### Barrier retortable packaging

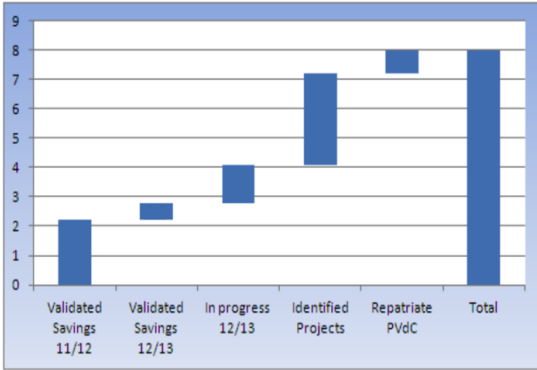
- Platform barrier laminate for ambient ready meals and shelf stable pet food to demanding requirement IV solutions
  - High barrier
  - Sterilizable
  - Crystal clarity
  - Low extractables for IV drugs
  - Primary barrier package



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## Gaining advantage through low cost

### OPET savings dashboard



### Advantaged cost positions

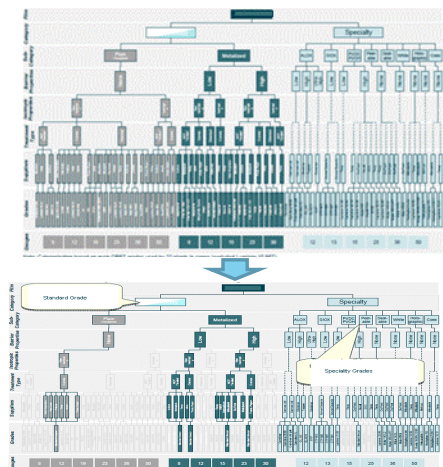
- Simplification program captured value through procurement and supply chain initiatives
- OPP and OPET volumes moved to strategic suppliers
- “Amcor” material specifications used in the development of new, low-cost product platforms
- Alignment of commercial teams



## Simplification

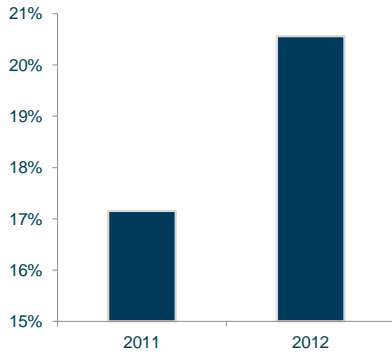
### Simplification of raw materials

- Group wide program to simplify raw materials
- Rationalise specific materials from 282 grades to less than 20 for similar product constructions
  - Move to standard specification where volumes can be increased
  - Reduced thickness offers sustainable solutions to customers



## Creating sustainable value through product innovation

### R&D projects as a % of sales



### Differentiated products

- Six research and analytical “Centres of Excellence” created
- Centralised R&D team organised by segment
- Budget processes and project trackers fully integrated
- Strengthening links to strategic marketing and procurement to ensure project alignment



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## Innovation platform – brand security

### N'CRYPT® security solutions

- Development platform addressing growing concern around product counterfeiting
  - Pharmaceuticals
  - Medical
- Wide range of technical solutions
  - Security graphics
  - Holograms
  - Specific inks and pigments



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## Innovation platform – peelable lidding

### Alufix peel off ends

- Convenient solution for easy open and safe can closure
  - Guarantees smooth peelable opening
  - Best barrier protection
  - Increasing consumer safety avoiding sharp edges
  - BpA (Bisphenol A) free ensuring food safety
  - Retort grade for shelf stable products

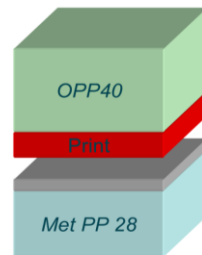


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## Innovation Platform – sustainable products

### AromaloX

- Innovative high-barrier package for dry products
  - Soups
  - Teas (Coffee with AromaloX Plus)
  - Seasonings
- Reduced 3-Ply construction to 2-Ply
  - All film construction – no foil
  - Improved sustainability



**65g/sqm**



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## Simplification and innovation to drive growth



Simplification and asset dedication to improve returns on standard products  
Grow high performance with new growth initiatives



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## Summary

- Significant improvements have been made
- Our step change process will see co-workers working together and working faster in order to:
  - Harness customer & segment insights
  - Develop new products & segments
  - Apply advantaged cost positions



Resulting in accelerated profitable growth



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