

# ITALIAN STOCK MARKET OPPORTUNITIES

**Intesa Sanpaolo (IMI Corporate & Investment Banking)** 

10 June 2021

# **AGENDA**



- 1 Strengths
- 2 Proposed acquisition of Paprinsa
- 3 Eska acquisition: a transformational deal
- 4 Environmental performance
- 5 Delivering on Strategy
- 6 RDM Shares



Michele Bianchi - CEO



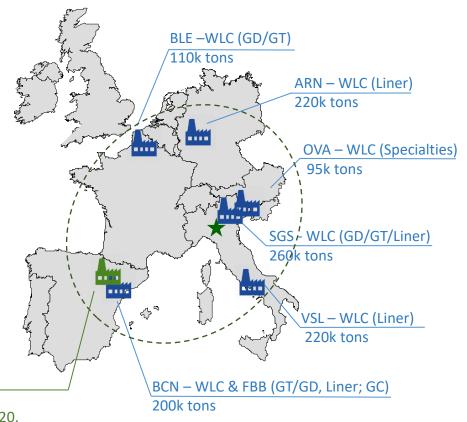
Luca Rizzo - CFO

# PROXIMITY TO CUSTOMERS IS KING IN THESE DAYS



### A MULTI-COUNTRY PLATFORM

Total production capacity 1.245 M tons/y
Four assets with capacity over 200 k tons/y





Santa Giustina plant

#### WLC

White Lined Chipboard Based on **recycled fibers** 

No. of mills: 6 Production capacity: **1.1 mn** tons/p.a. equal to **87**%



Headquarters in Milan



Mill

Paprinsa – WLC (GT/GD, Liner)

# **PORTFOLIO**



### **RECYCLED FIBRES (WLC)**

Price Eco friendly image

RECYCLED BOARD (GD)

**LINER** 

**SPECIALTIES** 

Sport/toys Food Detergents Beverage Hardware Software Display Microflute laminate

Textile / shoes Paper Goods

#### Overall economic trend along with specific drivers:

Brand recognition
E-commerce
Plastic substitution
Care for planet
Changes in lifestyles

Brand recognition
Microcorrugated
Growing market (+13% from
2016 to 2020)

Luxury package









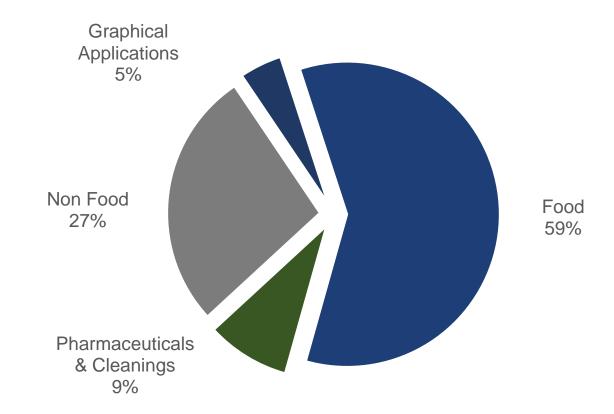
# **RDM END-USES**



Source: RDM internal analysis on 2020 data.

Resilient end-use exposure proven during Covid-19 outbreak, due to the essentiality features of both Food and Pharma (68% weight).

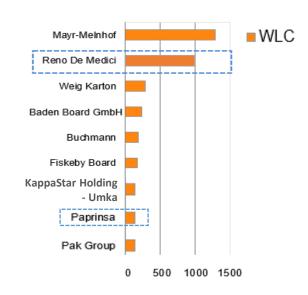
As counterevidence, weakening demand of **specialties** affected the production of Ovaro mill.



# **LEADING PRODUCERS IN EUROPE**



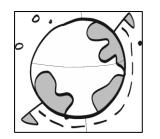




# TRANSFORMING THE COMPANY



Business combination of Reno de Medici and Cascades assets in Europe RDM Group
establishment
(merging RDM, Cascades
La Rochette and Careo)
and rebranding



RDM Group capitalizing on achievements

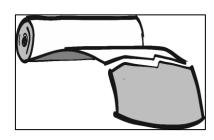
2021

2008

2017

Becoming a stronger and larger player

- Rationalization of capacity
- Focused capex plan in strategic assets
- Internationalization
- Deleveraging



Becoming more resilient through higher integration and efficiency

### 2018-2021 TRANSFORMATION PLAN

Integrating the Pan-European asset base and recent acquisitions

PAC Service – 2017 Barcelona Cartonboard – 2018

through a portfolio of value-added initiatives to achieve goals as a One Company.

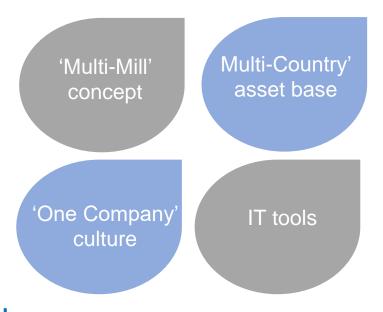
Strategically transforming the cost structure

# **OPERATING UNDER THE 'MULTI-MILL' CONCEPT**



### Higher interchangeability

Specific types of RDM cartonboard can be produced in multiple mills



### **Benefits**

Flexibility in operations

Timeliness in delivery

- ✓ Balancing the availability of finished products at the individual plant
- ✓ Minimizing risks
- ✓ Ensuring greater proximity to customers and Security of Supply

**Mitigating** market **volatility** that may arise from changes in:

- demand across markets
- tons produced across assets

# BENEFITS FROM TRANSFORMATION



### **OUTCOME FROM THE THREE-YEAR PLAN**

**RESILIENCE** 

in operational performance

in consolidated EBITDA margin

**SPEED** 

in capturing signals and promptly turning them into:

- Better solutions for the client
- 2. Higher margins for the Company

#### COVID-19 OUTBREAK, AFTER THREE YEARS OF WORK...



+ (-



A system of rules in place

Acceleration in decision-making

Clear tasks

...PROVED THE **RESILIENCE and SUCCESS**ACHIEVED

# FROM 2021 ONWARDS, MOVING TOWARD CONTINUOUS IMPROVEMENT APPROACH



### **Capitalizing on**

A maintained portfolio of focused initiatives
An established network of teams and committees
A plan-ahead attitude gained
An evolved management of operations
A more sophisticated demand/supply integration and optimization



# To improve further

Optimization of sourcing and procurement Management of operations, unlocking growth and reducing costs per ton

Exploitation of new recipes and energy efficiency solutions

Optimization of price-mix

Completion of Barcelona Cartonboard integration Accelerate Innovation of sustainable products and digitalization of manufacturing and service processes

# NURTURING AND LEVERAGING CLIENT LOYALTY



#### 1,400+ CLIENTS

Converters and Distributors









#### **CLIENT TOP PRIORITY**

Security of supply

#### **RDM GROUP PERCEIVED AS**

a reliable partner, being a European large WLC producer

#### RDM GROUP APPRECIATED FOR ITS

#### Quality

Customer service
Diversified portfolio
Responsiveness
Deliveries / Lead times



**Sixth customer survey** conducted in **September 2020**, in 43 EMEA markets.

All-time highest response rate

High RDM Group score rating

Feedback revealing a positive ratio of positive-to-negative comments

Findings from the last
CUSTOMER SURVEY also prove
professional handling of an
unprecedented situation

# **AGENDA**

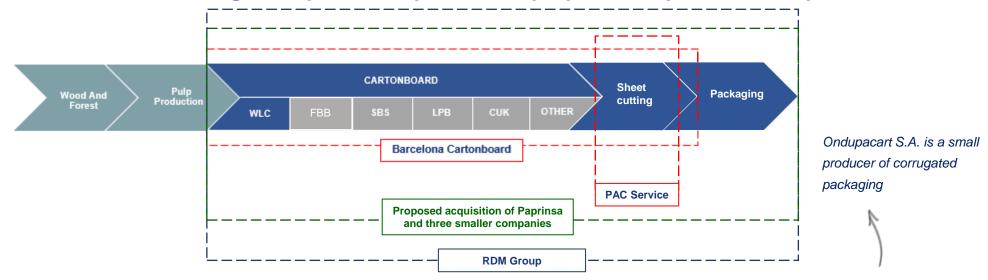


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### LATEST M&A DEALS



### Value Chain Positioning of acquired companies and proposed acquisition of Paprinsa:





The deal regards **Paprinsa**, the 2<sup>nd</sup> Spanish and 8<sup>th</sup> European producer of WLC and three smaller companies operating in the same site in Spain (Mollerussa), including **Ondupacart S.A.**, a small corrugator manufacturer. The closing is expected not later than 30 June 2021.



Based in the South of France, La Rochette mill is involved in the production of Cartonboard from virgin fibers (FBB). In April 2021 RDM sold the 100% of the interest.



Based in Spain (Barcelona), the company is producing recycled Cartonboard (WLC) and if needed also virgin board (FBB), serving the packaging industry in Spain and abroad.

The acquisition is effective as of 31 Oct. 2018.



Based in Italy, the company operates in the sheet cutting business. RDM has long been a strategic supplier of PAC Service.

The acquisition is effective as of 1 Jan. 2018.

# PAPRINSA ACQUISITION **KEY FEATURES OF THE DEAL**



### **ACQUISITION**

100% of Papelera del Principado SA, or Paprinsa, + three smaller companies from 15 sellers.

### **INDICATIVE VALUE**

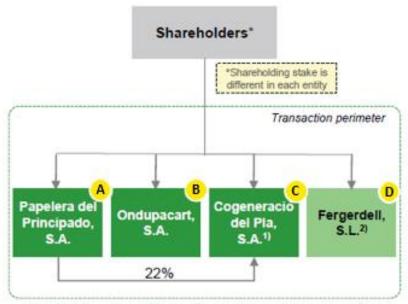
Total Enterprise Value of €31.2m, before NFP, WC and EBITDA adjustments.

#### **CLOSING**

Expected not later than June 30, 2021.

### **CLEARANCE**

Closing subject to **Antitrust** clearance.



Note: 1) The Company provides maintenance services to Paprinsa; 2) The Company is the owner of the land and buildings in Mollerussa, where the HQ is located.

- No.2 cartonboard producer in Spain, no.8 in Europe
- Small corrugator producer
- Former owner of the cogeneration plant, now maintenance provider
- D Real estate company

# **PAPRINSA - BUSINESS PROFILE**



One of the European mills with the **lowest technical age** (10-15 years) and the **largest trim width** (4.8 meters)

### The Group at a glance

Based in Spain (Mollerussa), the Group is specialized in the production of cartonboard from recycled fibers (WLC), microflute and corrugated sheet, serving the packaging industry in Spain and abroad.

The district is characterized by its **proximity to some key European converters** and distributors with cutting facilities.



### **Paprinsa Features**

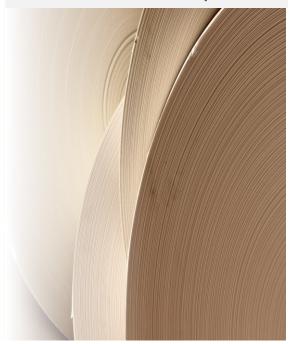
- ✓ Significant investments in the last six years (more than €30m of capex) make Paprinsa one of the most updated technology mills in Europe (between 10 and 15 years in terms of technical age)
- ✓ One of the European mills with the largest trim width (4.8 meters). That size gives opportunity for future production growth, from the actual 120k tons/y to over 200k tons/y.
- √ Wide product range, from 180 to 550 g.
- ✓ Main products offered:
- Recycled Cartonboard
- Recycled Linerboard



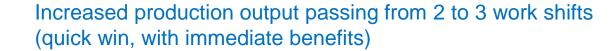
# **VALUE CREATION RATIONALE**



3 to 5 million euro EBITDA increase to be generated through the integration in RDM Group









Optimization of legal, management and organisational structure (currently 4 companies)



Proximity with the RDM Barcelona mill (less than 1-hour drive) paves the way for a stronger and efficient integration on a number of functions



Group centralized procurement to leverage on economy on scale



Portfolio rationalization and manufacturing know-how exchange in the enlarged Group



Possibility to expand the capacity up and above 200 kT/year, reaching the top tier assets in the Group (additional capex required)

### TERMS OF THE DEAL



### A well-invested asset. with an **EBITDA** ramp up

### 2020 expected increase in **EBITDA** based on **key** drivers:

- lower gas price, due to the newly-signed supply contract
- more efficient fibre yield, due to recent investment in stock pulping

### **FY 2019 - KEY DATA** based on Spanish GAAP

Data of the four target-companies, aggregated by EY. Intercompany transactions eliminated.

Sales

€65.9m

**EBITDA** €3.5m

**EBITDA** margin 5.3%

> **Net Debt** €22.9m

### **ENTERPRISE VALUE**

of the four target companies

€31.2m based on an estimated 2020 proforma EBITDA of €5.2m

**ACQUISITION MULTIPLE** OF 6X FY2020 EBITDA with a minimum Enterprise Value of **€27m** and a maximum EV of €33m.

**Price adjustments** in terms of NFP, NWC and EBITDA.

**Completion Payment Advance Payment** €5.9m cash-out at the closing of the By 2021 deal (based on €27m EV and €21.1m NFP as at Aug. 31, 2020).

# STRONG ACQUISITION RATIONALE





Another step to grow in our core-business (low execution risk and proven Group know-how), while consolidating the WLC market.



Tangible advantages to be unlocked within the extension of the multimill concept, also leveraging on the proximity to the Barcelona mill.



**Paprinsa** mill boasting **clear strengths**, per se, being one of the European mills with the lowest technical age and the largest trim width.



High level of expected **synergies** from Group integration (3 to 5 million euro of EBITDA).

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# **ESKA ACQUISITION** A TRANSFORMATIONAL DEAL FOR RDM GROUP





Stronger leading position in Europe



Broader geographic **reach** – Group's presence extended to US and Asia



With a three-plant combined capacity of 380ktons/y, RDM will leverage the multi-mill **concept** also in the specialty segment



Attractive opportunities in the high-growth/high-margin business of **luxury packaging** 



Reinforced **circularity role** by enlarging recycled fiber-based production and applications coverage

# **ESKA ACQUISITION KEY FEATURES OF THE DEAL**



### **ACQUISITION**

Irrevocable commitment to acquire 100% of the Group's parent company FINESKA B.V. from Andes C.V. controlled by the US investment firm Andlinger & Co...

### **INDICATIVE VALUE**

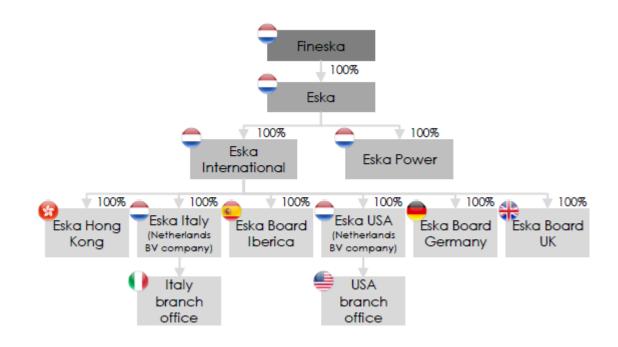
Total Enterprise Value of €155m. Purchase price of €146.8m.

#### **CLOSING**

Expected not later than July 31, 2021.

### **SUBJECT TO**

Closing subject to completion of employee representative consultation procedures and funding.



Headquarters in Sappemeer (The Netherlands).

No. 2 production mills in Sappemeer and Hoogezand (The Netherlands).

No.3 cutting centers and warehouses in USA, Italy and Spain.

No. 2 commercial offices in the UK and Hong Kong.

### **ESKA - BUSINESS PROFILE**



Global leader in the production of solid board based on 100% recycled fibers.

### The Group at a glance

Based in The Netherland (Sappemeer), the Group is a pure-play provider of highquality solid boards (puzzle, lined colored, mass colored).

Eska's solid boards have many applications in bookbinding, puzzles & games, stationery and the recently penetrated luxury packaging.

Operations organized in two industry-leading production facilities: Sappemeer, focused on high-quality and tailor-made boards in small production runs (120k tons/y) and Hoogezand (the largest solid board facility globally (170k tons/y).

### Global commercial and industrial footprint



Production, sales, warehouse, cutting and technical support location Sales, warehouse and/or cutting location

Local sales and marketing presence



# **ESKA'S MAIN STRENGTHS**



### Global leader in the solid board market



Operational **flexibility** strengthening the "Partner of Choice" Vision of RDM



Attractive underlying trend in the **luxury packaging** segment



High-quality and innovative product portfolio sustaining margins over time



Strong end-user drive, resulting in high customer loyalty



Reliable worldwide supply



Low-risk profile due to a well-diversified customer base

# TERMS OF THE DEAL



**FY 2020 - KEY DATA** based on Dutch GAAP

> **Gross Sales** €149.7m

> > **EBITDA** €24.6m

**EBITDA** margin on gross sales 16.4%

> **Net Profit** €12.7m

**Net Debt** €2.5m

#### **ENTERPRISE VALUE**

€155m, based on the €24.6m EBITDA for 2020.

**ACQUISITION MULTIPLE** OF **6.3X** FY2020 EBITDA

#### **PURCHASE PRICE**

€146.8m, calculated by deducting from the €155.m of EV the adjusted NFP of €8.2m.

3% interest rate on the Equity Value for the period between December 31, 2020 and the closing date.

No further adjustments.

A portion of the purchase price (€6.7m) will be held in escrow for two years after the closing date.

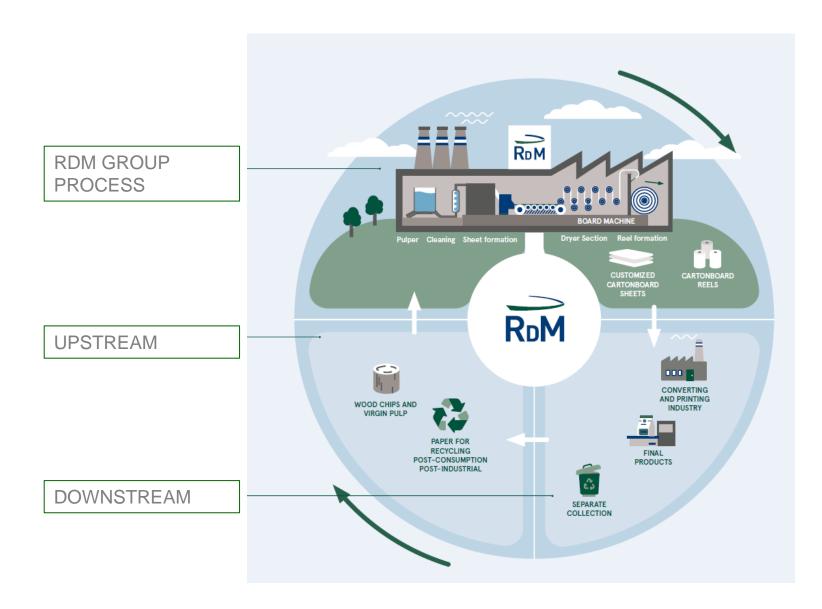
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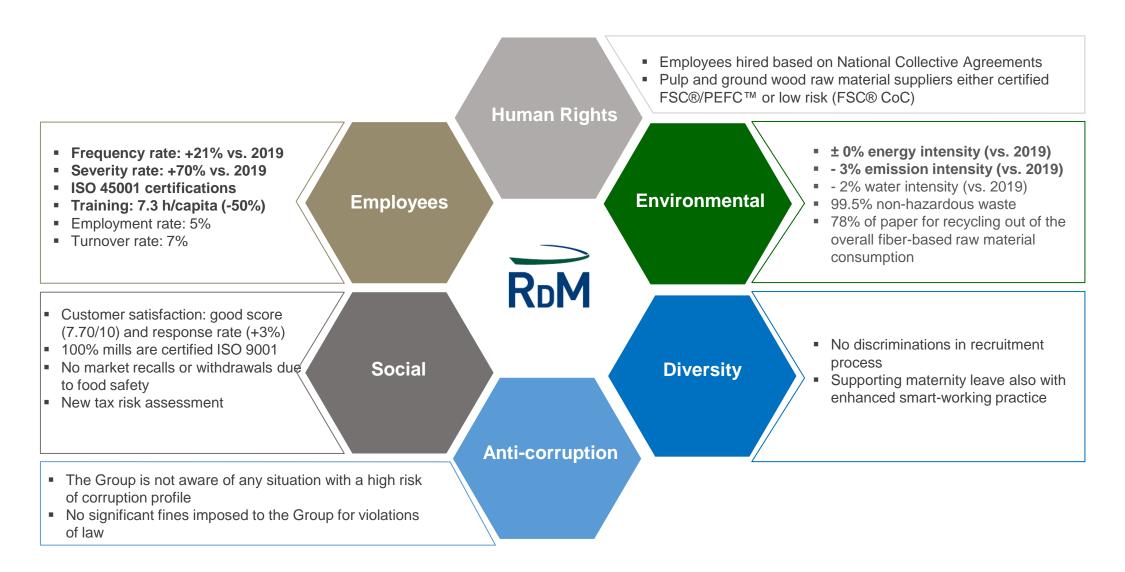






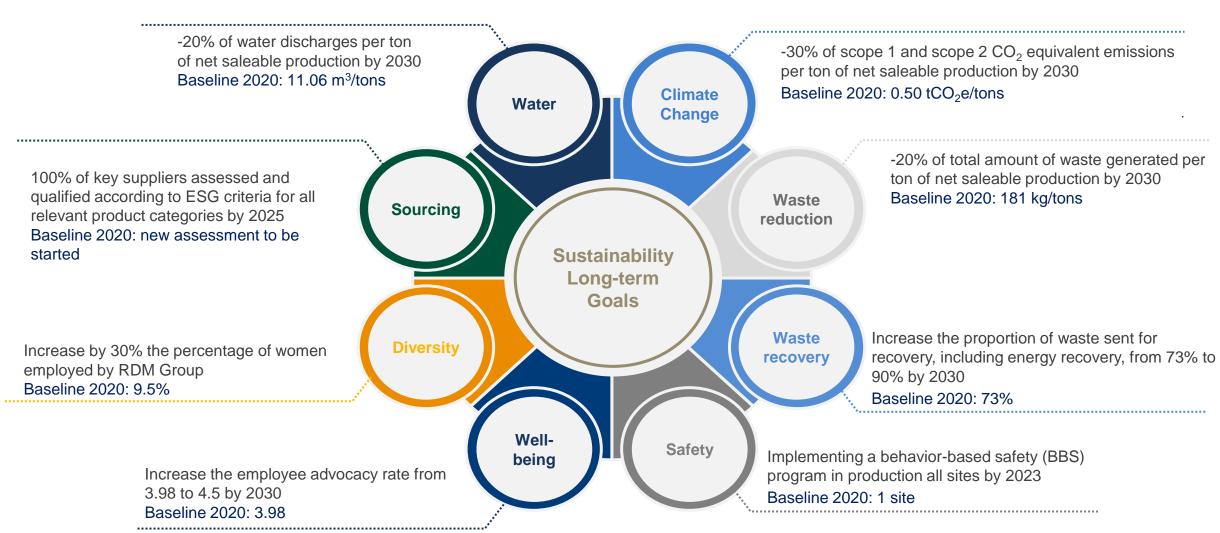
# **MAIN RESULTS – FY 2020**





# SUSTAINABILITY LONG-TERM GOALS 2020 - 2030





# PRODUCT INNOVATION MEETS ENVIRONMENTALLY FRIENDLY DEMAND



# **Market TRENDS**

### **Major Brands and Retailers**

Requiring packaging with lower environmental impact

Switching to recycled-based packaging

Needing high-quality packaging to convey brand image and protect goods sold through more complex supply chains like e-Comm shopping

11

The world of packaging is going through a period of intense change that RDM Group sees as an opportunity to innovate, with a clear focus on sustainability.

# Focusin re-usab

Quality
Safety
Sustainability





Focusing on raw materials that are re-usable, renewable or recyclable.

Developing **new fiber-based multi-material products** coupled with renewable barrier solutions (**biodegradability** being the core feature).

**Barrier solutions** that create a layer of protection between the structure made of fibre-based material and the contained product, while maintaining its recyclability



### **4Ever Green Alliance** (40+ European companies)

Initiative that promotes the use of **fiber-based packaging material** to foster **sustainability through circular economy**. Supporting the development of:

- new packaging solutions though innovation and product design
- appropriate infrastructure and collection systems

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# **Q1 2021 AT A GLANCE**



# The inflation of the paper for recycling affects the Group marginality in the ST

La Rochette reclassified as asset held for sale

#### Demand in WLC (-0.9%)

Increase in RDM volumes (+2.8%)
Decrease in selling prices in Q1 2021 compared to Q1 2020

Significant surge in paper for recycling prices & higher cost of energy

### **Solid market position**

Two subsequent price increases announced in January and March 2021

### Lower spread

Time mismatch between the increase in the price of recycled fibers and the implementation of higher selling prices currently underway

### **RDM Barcelona Cartonboard**

Lower contribution from IBE market mainly due to challenging trading conditions

# **EBITDA** margin at 8.2%

(vs. 11.7% in Q1 2020)

### **Decrease in NET PROFIT -48.1%**

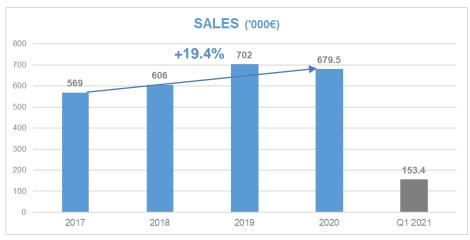
(€4.9m vs. €9.4 in Q1 2020)

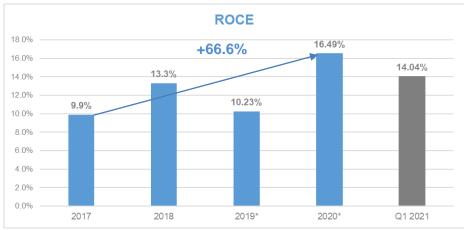
### NFP turning positive

(from net debt at €8.9m at December 31, 2020 to cash positive at €4.9m at March 31, 2021)

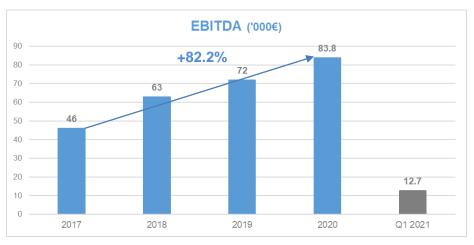
# **HIGHLIGHTS**\*

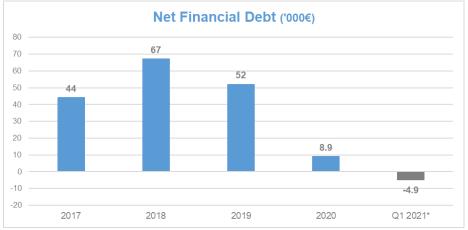






\*2019-2020 ROCE included the write-down of the fixed assets of La Rochette mill for €13.2m. Without these write-downs, ROCE would have been 17.56% at December 31, 2020 and 13% at December 31, 2019.



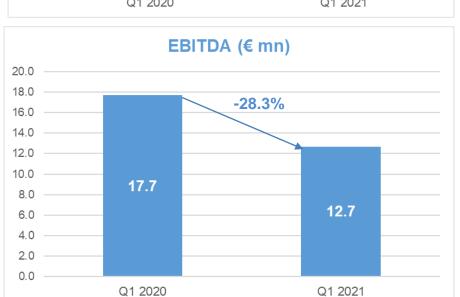


\*NFP as 31 March 2021 includes €15.2m liabilities due to the adoption of the new IFRS 16 "Leases".

# **SALES AND EBITDA\***







The increase in SALES (+1.8%) is due to:

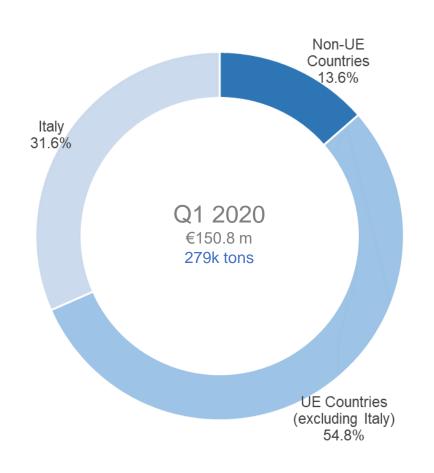
- + Increase in tons sold in WLC (+2.8%);
- Reductions in selling prices compared to Q1 2020.

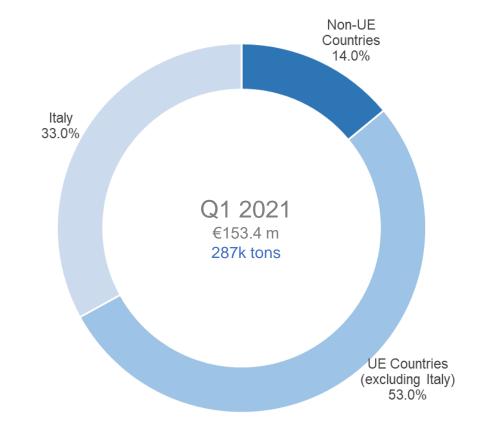
Lower EBITDA margin (8.2% in Q1 2021 compared to 11.7% in Q1 2020) reflects the following drivers:

- + Increase in SALES (+1.8%);
- Significant surge in the costs of fibers;
- Increase in energy costs compared with Q1 2020.

# **SALES BY GEOGRAPHY\***



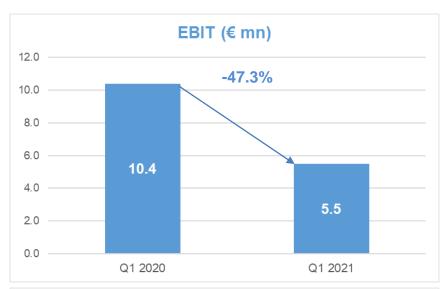




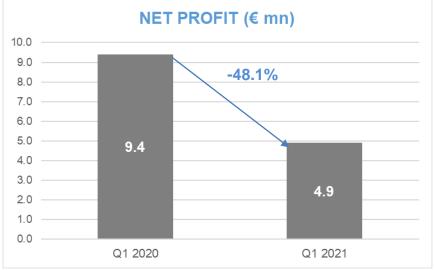
### Stable mix in terms of volume and selling prices.

### **EBIT\* AND NET PROFIT**









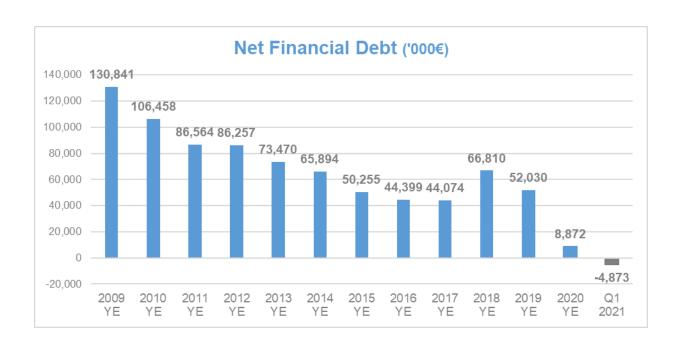
Q1 2021 Net Profit decrease (€4.5m vs. Q1 2020) combines the impact of lower EBIT (€4.9m vs. Q1 2021) with:

- + a €1.2m decrease in taxes;
- a €0.8m increase in financial expenses vs. Q1 2020.

R.D.M. La Rochette contributed to the Group's Net Profit for €1.7mn in Q1 2021 in line with Q1 2020.

### **CONTINUED DELEVERAGING**





Consolidated Net Financial Position at March 31, 2021 was positive at €4.9 million, improving by €13.7 million compared with a net financial debt of €8.9 million at December 31, 2020.

The improved net financial position reflected the positive effect arising from the €8 million proceeds collected for the sale of the land located in Boffalora sopra Ticino and the cash generation for the reporting quarter.

In Q1 2021 **capital expenditure** amounted to **€4.6m** compared with **€2.6m** in Q1 2020.

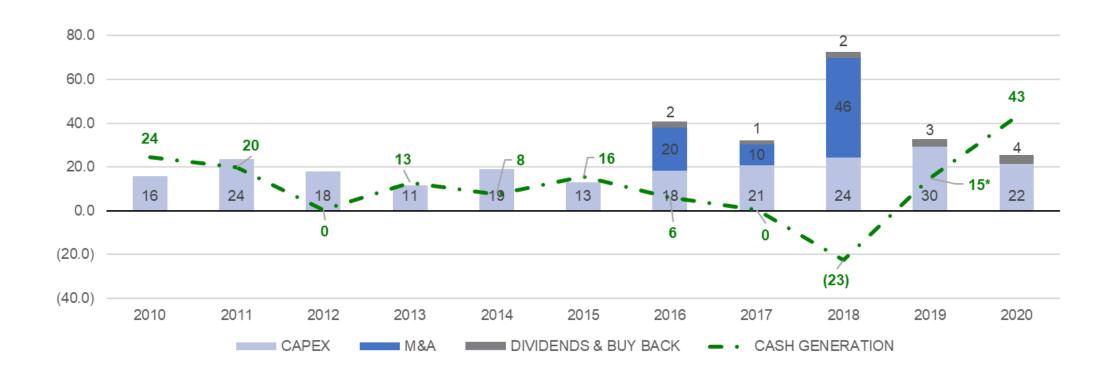
Over the 2016-2018 period, RDM made three acquisitions for a total amount of €77 m.

NFP as at 31 March 2021 included €15.2m liabilities due to the adoption of the new IFRS 16 "Leases".

# STRONG CASH GENERATION



Over €121mn generated in 11 years. €76.4mn of acquisitions and €215.7mn of capex funded.



### **2021 CAPEX OVERVIEW**



2021 capital expenditure: €27 – 29mn (\*) of which c. 50% are maintenance + H&S investments

#### **ENERGY EFFICIENCY**

#### €8m

Villa S. Lucia Cogeneration Plant Revamping S. Giustina New Steam Boiler **Arnsberg** Gas Power Plant - engineering Others Mills Power Plants extraordinary maintenance

#### **DIGITALIZATION**

€3m

New ERP System **Digital Transformation** 

#### **COST SAVINGS & QUALITY**

#### €4m

Villa S. Lucia & Barcelona Stock Preparation Revamping Barcelona Back Layer Headbox **Barcelona & Blendecques** Washing Machine **PAC Service** New Wrapping Line

### **ENVIRONMENT**

€0.5m

AII Minor Projects

## LOOKING FORWARD IN A PANDEMIC SCENARIO



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**'Essentiality'** of our cartonboard end-uses

Sustainable packaging **LT drivers demand** still in place

Multi-country and multi-mill **model** as valid as ever

**Cash liquidity** and further financing capacity available

**Risks/opportunities** under stress scenarios assessed and well under control

### **Challenges**

High demand of **fibers**, combined with lower collecting rates pushing up prices

Continuing Covid-19 emergency

Changing lockdowns and restrictions regulatory impacting on consumers' habits

**Logistics** complexity and cost

# RDM Group remains focused on Long Term strategy execution

by relying on operational and financial strengths to address potential challenges

### **FINAL REMARKS**



### Stronger business focus

Strategic decision to exit the FBB segment

Both management effort and financial resources dedicated to develop the Recycled Board core business within the multi-mill concept

### Three strategic directions to improve long-term performance:



Reviewing RDM Barcelona
Cartonboard's **integration plan**also considering the announced
acquisition of Paprinsa in Spain,
to fully benefit from the multi-mill
approach



Strengthening our operating efficiencies through **Lean Manufacturing plans**, including at the customer service level



Implementing a
digitalization plan that will
transform the Group endto-end
way of working

# FOCUS ON INTEGRATING THE FUTURE "SPANISH POLE"



Significant value to be released from the combined management of the two Spanish assets

Clear scope for generating additional synergies under the Group multi-mill concept

### A sizeable share of RDM capacity

Barcelona Cartonboard and Paprinsa representing approx. 25% of RDM Group installed capacity.

### **Working in tandem**

Two mills close to each other, with similar WLC products and strategically located to serve key converters and cutting facilities.

### **Extracting even more synergies**

Initially expected synergies from Paprinsa integration (3-5 million euro of EBITDA) to be strengthened under the 'combined' integration review.

### SYNERGY INITIATIVES UNDER CONSIDERATION



HR/Organization

Integrated organization model

Skill gas/overlaps

Centralization of staff functions



**Procurement** 

Consolidation of suppliers

Key contracts review



**Value Engineering** 

Recipe benchmarking



Operations & Footprint Optimization

Optimization of production allocation Standalone optimizations (productivity

and energy efficiency)



**Sales** 

Avoidance of sales overlapping Optimization of product positioning

### **DIGITALIZATION PLAN**



Digital transformation initiatives identified across all areas

1. OPERATIONAL EXCELLENCE





3. DIGITAL INSIGHTS & RESULTS







- Gap analysis and desired-state identification
- Assessment of all workable areas
- Ranking of 120 possible projects identified
- Hiring of an expert professional for the roll-out of the ERP project (2021-23)
- ERP start

## **BECOMING LEAN**





Spreading the Lean Manufacturing philosophy across the Group after successful implementation at the pilot mill (Arnsberg).

### Phase 1 – Awareness and Diagnostics

Diagnostic & assessment of full potential Lean design & quick wins LSS Academy set-up, LSS training & certification Design of multi-site roll-out plan

### Phase 2 - Full implementation

Implementation of Lean organization and processes at the pilot mill Continuous monitoring and improvement of results at the pilot mill Multi-site roll-out, benchmarking and sharing of best practices

#### Phase 3 – Continuous education

Multi-function/multi-level training at the LSS Academy Black belt certification for key people



# **BECOMING LEAN THROUGH DIGITALIZATION**



Several **Lean Six Sigma projects** have already been embedded in the **Digitalization Plan**, provided that digital technologies transform the Lean paradigm and increase its potential.



### **Digitalization**

Full HR system implementation

Creation of a skill matrix across the organization

Payroll & Expense

Management system overhaul

Safety system & process improvement

Registration process for mill entries



### LSS Implementation

Preventive & predictive maintenance

WH mgmt. (spares, VMI)

Process design & analytics

Data availability & performance mgmt.

Value Stream Mapping

On-site training of LSS black belts

...and more to come after diagnostic & assessment

# **AGENDA**



- 1 Strengths
- 2 Proposed acquisition of Paprinsa
- 3 Eska acquisition: a transformational deal
- 4 Environmental performance
- 5 Delivering on Strategy
- 6 RDM Shares

### RDM AND THE STOCK EXCHANGE



Share Capital: 140,000,000.00 €

Outstanding shares: 377,800,994, o/w

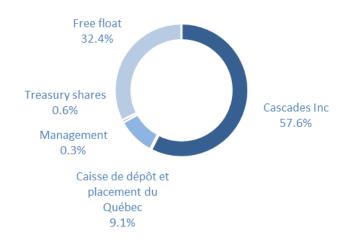
377,559,880 ordinary shares

241,114 convertible savings shares

Conversion period: in February and

September, each year

#### Main shareholders



Source: RDM shareholder register

#### **Listing markets**

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

#### Codes

Bloomberg: RM IM; Reuters: RDM.MI

ISIN: IT0001178299

Mkt cap: €454.9m

Free float mkt cap: €147.4m (@1.204 € p.s. as of 8 June 2021)

#### FY2020 dividend

ORDINARY SHARE:
Dividend of 1.4 € cents
(FY2019 dividend was 0.8 € cents)

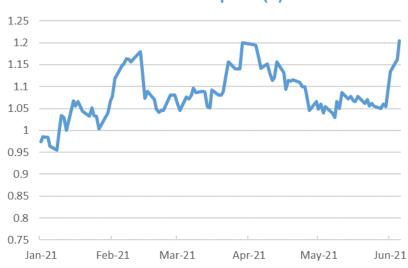
Payment date: 12 May 2021

Dividend yield: 1.4% (@YE2020 price of 0.97 €)

# **SHARE PERFORMANCE**



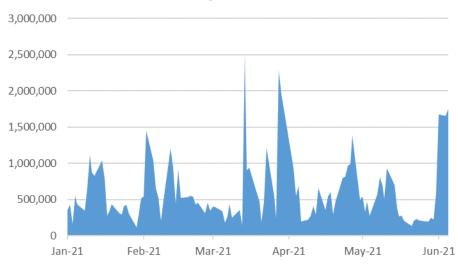
### RDM share price (€)



#### RDM vs. FTSE Italy All-Share Index



#### **RDM Daily Traded volumes**



### Average daily traded volumes

Q1 2021: 587,100

1 Apr. – 8 June 2021: 601,272

# **ANALYST COVERAGE**



BROKER	CITY	ANALYST	TARGET PRICE (€)	RECOM M ENDATION	DATE
Intesa Sanpaolo	Milan - П	Alberto Francese	1.55	BUY	11 May 2021
MidCap Partners	Paris - FR	Florent Thy-Tine	1.46	BUY	9 June 2021

### **BOARD OF DIRECTORS**



Board reconfirmed on 29 April 2020.

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.



Independent Director
Chartered accountant
and business
consultant. Bocconi
University professor.

Laura Guazzoni.



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

Sara Rizzon,

Director



Giulio Antonello,

**Independent Director** 

Gloria F. Marino, Independent Director Chartered accountant and statutory auditor.



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

Allan Hogg,

Director



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



**TOGETHER WE SHAPE THE FUTURE** 





For any further information, please contact: Chiara Borgini – IRO – investor.relations@rdmgroup.com