

Steve Strickland
SVP & GM, Corrugated Container

FBA Annual Meeting
May 25, 2011



Business Transformation

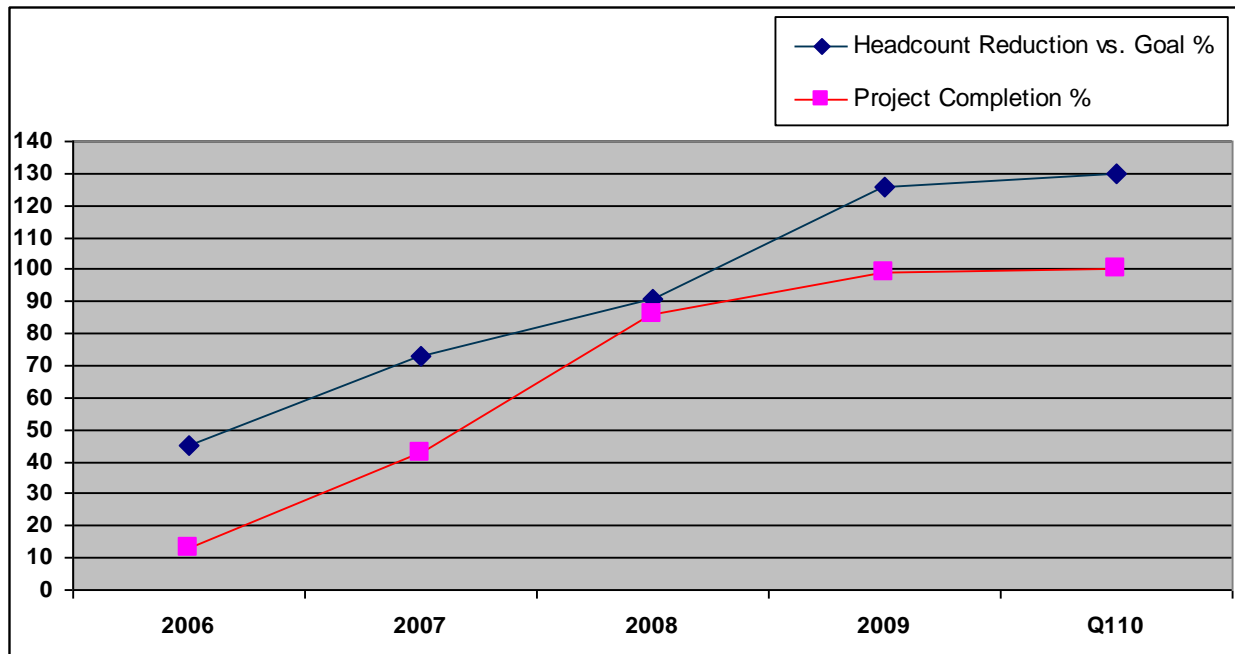


Business Transformation

- *SSCC operations are highly competitive as a result of the multi-year transformation program (2006-2010) to improve scale, throughput, productivity, and capacity, resulting in significant reductions in operating facilities, headcount and manufacturing cost structure.*
 - Invested more than \$592MM in our operations with \$450MM toward scaling and modernizing equipment
 - Closed 55 plants through 4Q10
 - Opened 3 greenfield Alpha plants
 - Reduced headcount by 42% through 4Q10
 - Implemented Operational Excellence



Invested \$450MM in more than 600 capital and scaling events to improve and upgrade our manufacturing base.

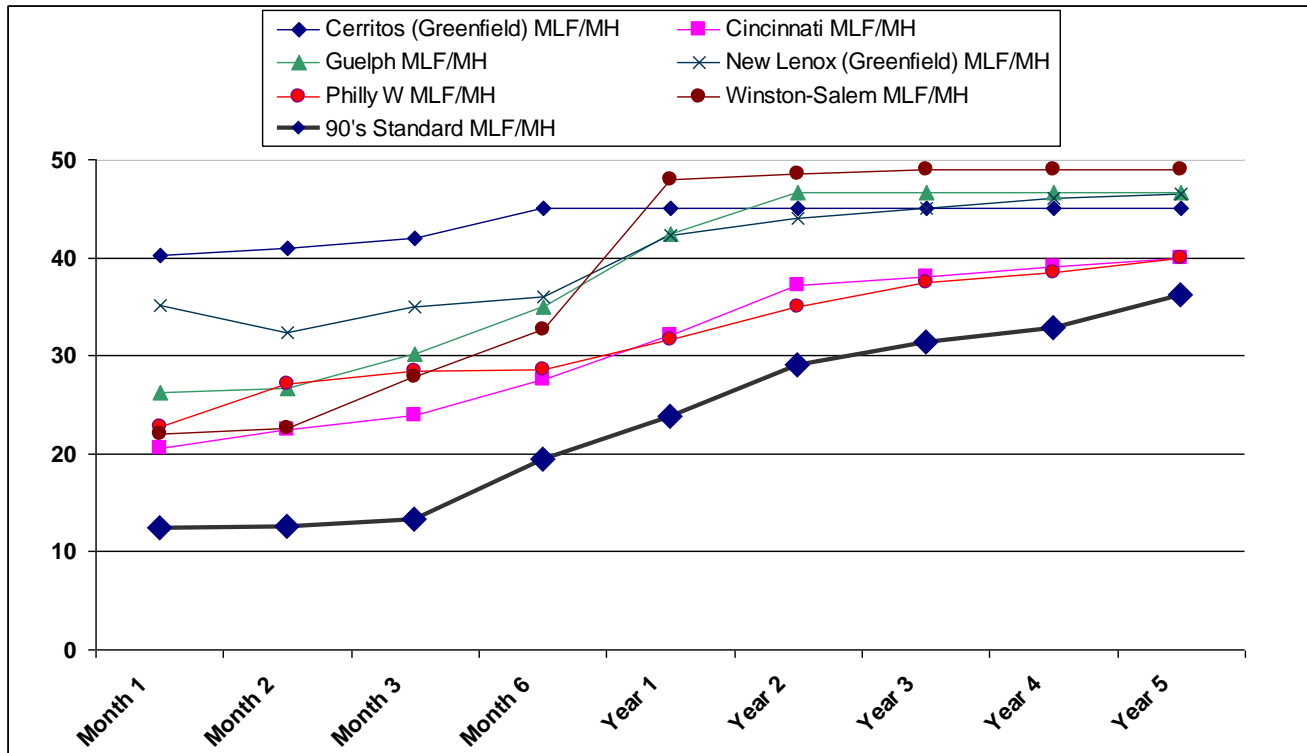


- 366 converting upgrades
- 176 corrugator upgrades
- 59 material handling upgrades
- Reduced headcount by 7507 through 4Q10
- Closed 55 facilities through 4Q10
- Corrugating capacity will exceed 90 BSF versus original goal of 85 BSF

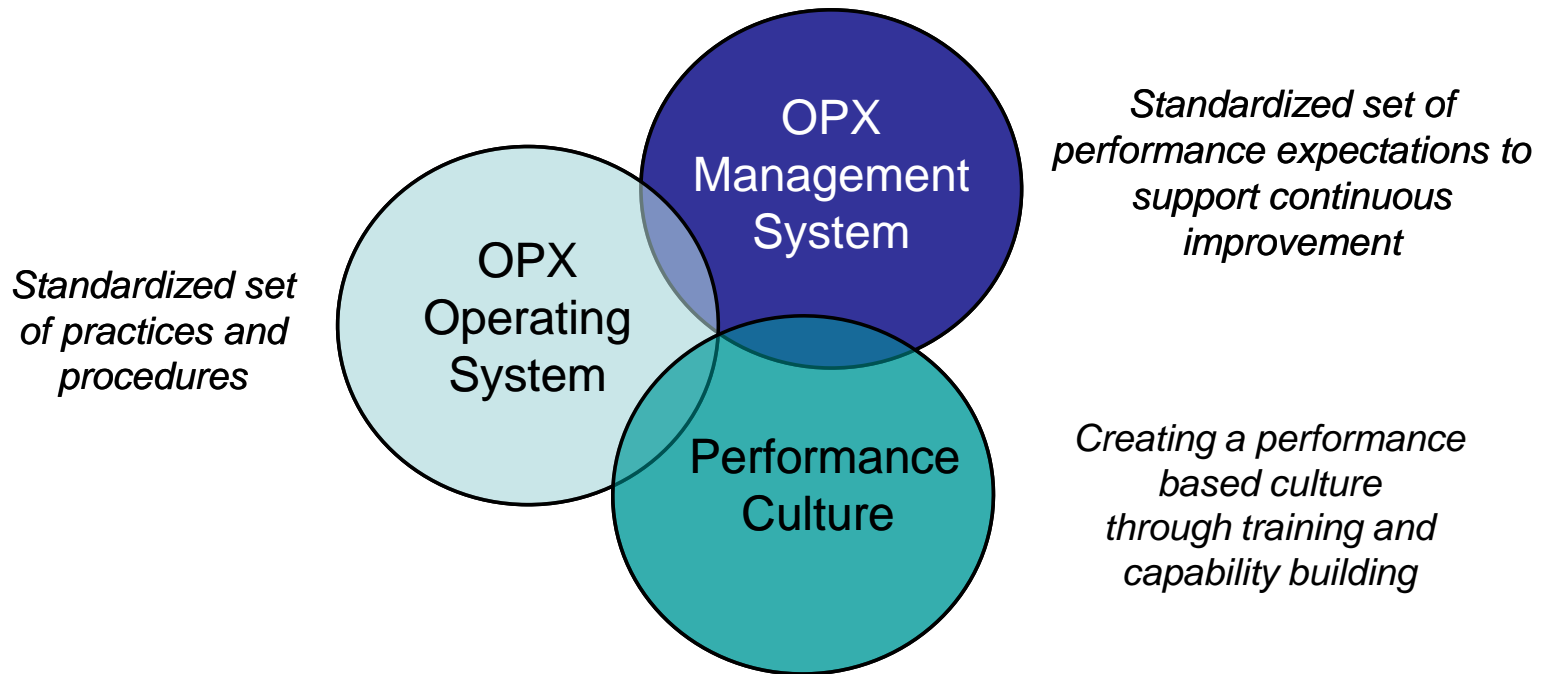


New Corrugator Installations

Ten full-line corrugator installations, including 3 greenfield facility start-ups; all exceeded original plan and past start-up performance.



Operational Excellence (OPX) focuses on creating and managing a best practice manufacturing organization through a customer-centric, performance-based culture.



Business Transformation

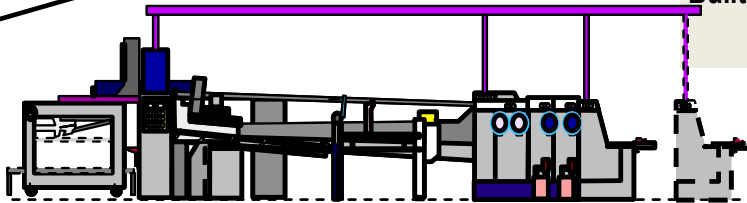
Converting productivity through 4Q10 Actual

- Increased converting capacity and throughput
- Reduced facilities
- Reduced headcount
- Lower converting cost

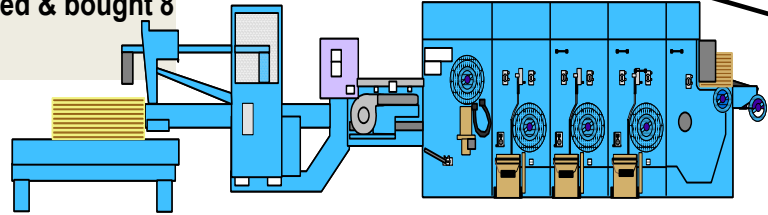
Closed 55 Plants

Reduced 32%
148 to 101

Built, opened & bought 8

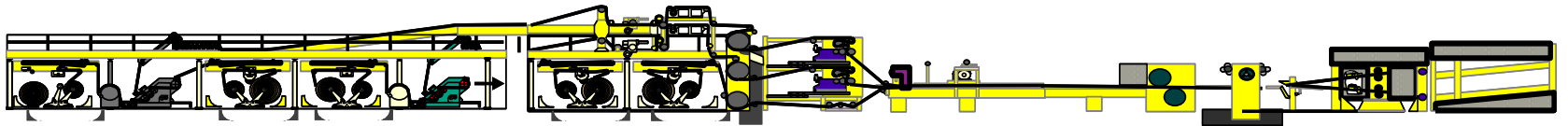
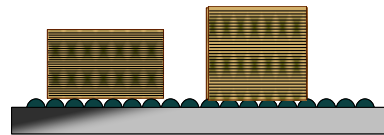


Reduced Flexos 35%
324 to 209



Reduced Die Cutters 39%
285 to 175

Reduced Headcount 42%
17,704 to 10,197



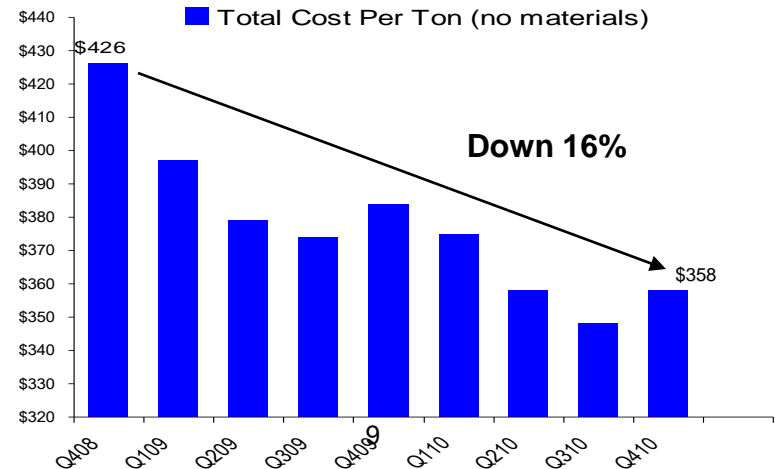
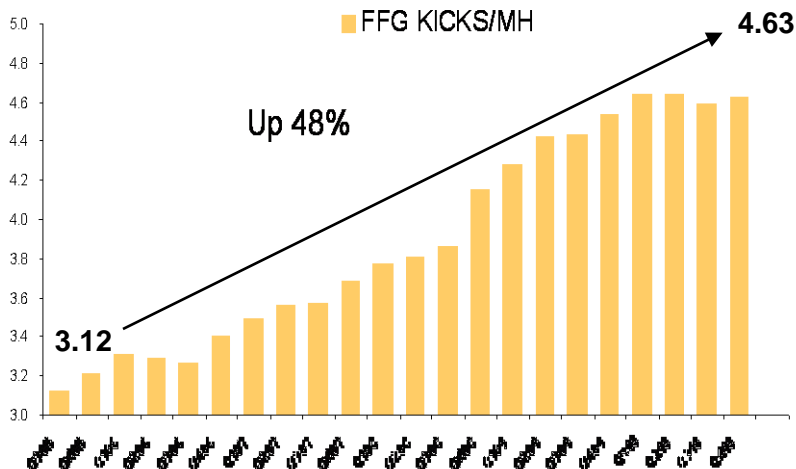
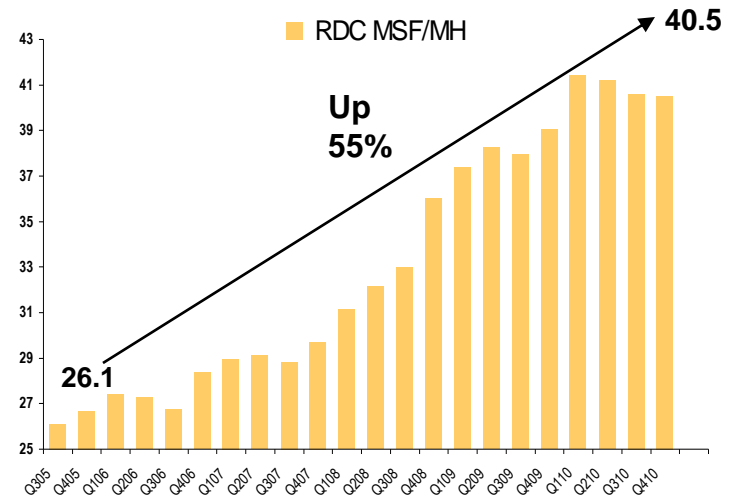
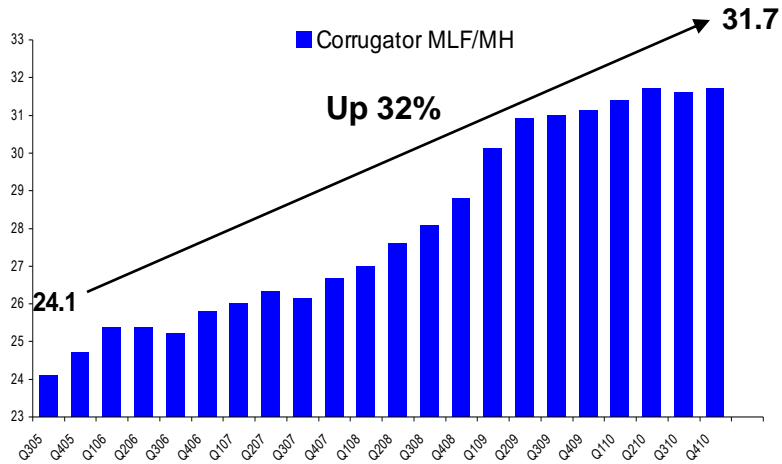
Reduced Corrugators 29%
112 to 79

Results



Improving Container Plant Metrics

Container Plant Investment Results



- Achieved targeted run-rate savings vs 2008
 - Container conversion and maintenance forecast to be reduced by \$200M
 - Container fixed costs reduced by \$100M
 - Achieved sustainable earnings improvement

