

## The PFFC Economic Monitor

The data in this report is based on the first survey of converters participating on the PFFC Economic Panel. The initial survey was completed at the end of January, 2004. The PFFC Economic Monitor is designed to provide converters with historical and forward-looking information on the performance of companies in the converting industry. PFFC's Economic Monitor will be published on a quarterly basis with the next survey scheduled to be sent out to panel members late in April. The Economic Monitor is distributed free of charge to panel members and is available to subscribers at $\$ 99.00$ per year. Please contact Cheryl Mangano at cmangano@primedia business.com for a subscription.


Sales Revenue Compared to Month Ago

"What is the primary type of business conducted at your location?"
For the purposes of this report, the converting market is comprised of four major components: flexible packaging, unprinted rolls/sheets, paperboard packaging and tapes/labels/tags.

The percentages in the bar chart to the left indicate the percentage of respondent panel members in each category that currently make up PFFC's Economic Panel.
"For the just completed month, was sales revenue greater than or less than the previous month?"

This chart measures the change in sales revenue from November ' 03 to December '03. Not adjusted for seasonality, the vast majority of converters responded that sales were picking up momentum.

|  | Flexible <br> Packaging | Paperboard <br> Packaging | Tapes, <br>  <br> Tags | Unprinted <br> Rolls and <br> Sheets |
| :--- | :--- | :--- | :--- | :--- |
| Greater <br> Than | $81.3 \%$ | $33.3 \%$ | $80.0 \%$ | $75.0 \%$ |
| Less Than | $18.8 \%$ | $55.6 \%$ | $30.0 \%$ | $20.0 \%$ |

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"What is happening to business conditions (volume of orders, health of your customers' businesses, order size, inquiry activity, receivables) in your markets?"

Converter business conditions mirror the general optimism in the overall economy. Three of the four sectors reported business conditions as "picking-up," with only the Paperboard Packaging category reporting a significant percentage in the "no measurable change" category.

|  | Flexible <br> Packaging | Paperboard <br> Packaging | Tapes, <br>  <br> Rolls | Unprinted <br> Rolls and <br> Sheets |
| :---: | :---: | :---: | :---: | :---: |
| Slowing Down | $6.3 \%$ | $11.1 \%$ | $6.7 \%$ | $0.0 \%$ |
| Picking Up | $68.8 \%$ | $11.1 \%$ | $46.7 \%$ | $58.3 \%$ |
| No Measurable <br> Change | $25.0 \%$ | $77.8 \%$ | $46.7 \%$ | $41.7 \%$ |

"In the next six months, do you expect business conditions to improve, decline, or stay about the same compared with current conditions?"

Looking forward, all four converter sectors believe their business will continue to improve with the general economy.

|  | Flexible <br> Packaging | Paperboard <br> Packaging | Tapes, <br>  <br> Tags | Unprinted <br> Rolls and <br> Sheets |
| :--- | :--- | :--- | :--- | :--- |
| Improve | $68.8 \%$ | $55.6 \%$ | $73.3 \%$ | $75.0 \%$ |
| Decline | $6.3 \%$ | $11.1 \%$ | $0.0 \%$ | $0.0 \%$ |
| Steady | $0.0 \%$ | $0.0 \%$ | $6.7 \%$ | $0.0 \%$ |
| Stay about <br> the Same | $18.8 \%$ | $33.3 \%$ | $20.0 \%$ | $25.0 \%$ |

"On average, are your selling prices higher, lower, or about the same compared to a year ago?"

This chart depicts the pricing pressure prevalent in the converting industry. With the exception of flexible packaging converters, most converters are experiencing the same inability to increase selling prices as most other firms in the overall U. S. economy.

|  | Flexible <br> Packaging | Paperboard <br> Packaging | Tapes, <br>  <br> Rolls | Unprinted <br> Rolls and <br> Sheets |
| :--- | :--- | :--- | :--- | :--- |
| Higher | $37.5 \%$ | $11.1 \%$ | $13.3 \%$ | $16.7 \%$ |
| Lower | $12.5 \%$ | $66.7 \%$ | $26.7 \%$ | $33.3 \%$ |
| About the <br> Same | $50.0 \%$ | $22.2 \%$ | $53.3 \%$ | $50.0 \%$ |





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## "How would you measure your company's pre-tax profitability?"

Forty-five percent ( $45 \%$ ) of total respondents said their pretax profits decreased in 2003 versus 2002. Other charts in this report will indicate the inability to raise selling prices, increases in raw material costs, and lower revenue levels as the primary factors affecting this metric.

|  | Flexible <br> Packaging | Paperboard <br> Packaging | Tapes, <br>  <br> Tags | Unprinted Rolls <br> and Sheets |
| :--- | :---: | :---: | :---: | :---: |
| Greater <br> Than 2002 | $43.8 \%$ | $44.4 \%$ | $33.3 \%$ | $33.3 \%$ |
| Less Than <br> 2002 | $50.0 \%$ | $55.6 \%$ | $33.3 \%$ | $50.0 \%$ |
| About the <br> Same | $6.3 \%$ | $0.0 \%$ | $26.7 \%$ | $16.7 \%$ |

"How would you measure your company's revenue?"

In a comparison between 2003 and 2002, 42\% of total respondents indicated that revenue was higher in 2003. Yet, significant percentages in every converter business sector reported revenue lower in 2003 than in 2002.

|  | Flexible <br> Packaging | Paperboard <br> Packaging | Tapes, <br>  <br> Rolls | Unprinted <br> Rolls and <br> Sheets |
| :--- | :---: | :---: | :---: | :---: |
| Greater <br> Than 2002 | $43.8 \%$ | $44.4 \%$ | $50.0 \%$ | $41.7 \%$ |
| Less Than <br> 2002 | $43.8 \%$ | $44.4 \%$ | $28.6 \%$ | $41.7 \%$ |
| About the <br> Same | $12.5 \%$ | $11.1 \%$ | $21.4 \%$ | $16.7 \%$ |

"Are raw material costs increasing, decreasing, or steady compared to three months ago?"

As with manufacturers in other sectors of the economy, raw material costs increased for over half of our panel companies. The "Flexible Packaging" and "Unprinted Rolls/Sheets" categories were impacted the most with $81.3 \%$ and $75.0 \%$ respectively reporting increases.

|  | Flexible <br> Packaging | Paperboard <br> Packaging | Tapes, <br>  <br> Tags | Unprinted <br> Rolls and <br> Sheets |
| :--- | :---: | :---: | :---: | :---: |
| Increasing | $81.3 \%$ | $11.1 \%$ | $40.0 \%$ | $75.0 \%$ |
| Decreasing | $0.0 \%$ | $0.0 \%$ | $0.0 \%$ | $8.3 \%$ |
| Steady | $18.8 \%$ | $88.9 \%$ | $60.0 \%$ | $16.7 \%$ |

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"For the last quarter of 2003, did you see an increase or decrease in your business backlog (backlog defined as orders in-house that will be produced in the next three months)?"

Compared to Q3 2003, the backlog of business increased in 3 of 4 categories, definitely fueling optimism for 2004. The "Unprinted Rolls/Sheets" category was the only segment that reported its backlog actually decreased in Q4.

|  | Flexible <br> Packaging | Paperboard <br> Packaging | Tapes, <br>  <br> Tags | Unprinted <br> Rolls and <br> Sheets |
| :--- | :---: | :---: | :---: | :---: |
| Increase | $68.8 \%$ | $55.6 \%$ | $86.7 \%$ | $41.7 \%$ |
| Decrease | $31.3 \%$ | $44.4 \%$ | $13.3 \%$ | $50.0 \%$ |

"In which ONE of the following areas do you feel that investment made by your company will have the greatest impact on driving revenue and net profit?"

In total, converters felt that "Expanding Product Line Into New Markets" and "Investment In Capital Equipment" would provide the greatest impact in driving revenue and net profit. Product quality and customer service were viewed as having the least impact in increasing overall business.

|  | Flexible <br> Packaging | Paperboard <br> Packaging | Tapes, <br>  <br> Tags | Unprinted <br> Rolls and <br> Sheets |
| :--- | :---: | :---: | :---: | :---: |
| Expanding Our <br> Product Line into <br> New Markets | $37.5 \%$ | $44.4 \%$ | $40.0 \%$ | $33.3 \%$ |
| Hiring Additional <br> Sales People | $18.8 \%$ | $22.2 \%$ | $13.3 \%$ | $16.7 \%$ |
| Improving <br> Customer Service | $12.5 \%$ | $11.1 \%$ | $6.7 \%$ | $8.3 \%$ |
| Improving the <br> Quality of your <br> Product | $12.5 \%$ | $0.0 \%$ | $0.0 \%$ | $25.0 \%$ |
| Investment in <br> Capital <br> Equipment | $12.5 \%$ | $22.2 \%$ | $40.0 \%$ | $16.7 \%$ |
| None of the <br> above | $6.3 \%$ | $0.0 \%$ | $0.0 \%$ | $0.0 \%$ |

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"Considering the just completed quarter, estimate how much of their time did your senior level executives spend with current or potential clients?"

It's a common business belief that there is a direct connection between senior level client contact and sales revenue. Senior level executives in the converting industry seem to ascribe to this business practice with the greatest percentage of converters reporting that their senior people spend at least $25 \%$ of their time with current or ootential customers.

|  | Flexible <br> Packaging | Paperboard <br> Packaging | Tapes, <br>  <br> Tags | Unprinted <br> Rolls and <br> Sheets |
| :--- | :---: | :---: | :---: | :---: |
| 05\% time w/ <br> customers | $18.8 \%$ | $11.1 \%$ | $20.0 \%$ | $16.7 \%$ |
| $10 \%$ time w/ <br> customers | $6.3 \%$ | $0.0 \%$ | $20.0 \%$ | $0.0 \%$ |
| $15 \%$ time w/ <br> customers | $0.0 \%$ | $33.3 \%$ | $26.7 \%$ | $33.3 \%$ |
| $25 \%$ time w/ <br> customers | $25.0 \%$ | $33.3 \%$ | $13.3 \%$ | $33.3 \%$ |
| $50 \%$ time w/ <br> customers | $25.0 \%$ | $0.0 \%$ | $13.3 \%$ | $8.3 \%$ |
| More than <br> $50 \%$ time w/ <br> customers | $25.0 \%$ | $0.0 \%$ | $6.7 \%$ | $8.3 \%$ |
| No time w/ <br> customers | $0,0 \%$ | $22.2 \%$ | $0.0 \%$ | $0.0 \%$ |


"Do you plan on making a significant ('significant' defined as over $\$ 30,000$ ) capital investment over the next 3 months?"

The response to this question bodes well for equipment manufacturers. Cautious optimism on behalf of the supplier community might be the best approach as profit margins, and hence the ability to invest, are squeezed by raw material price increases and an inability to increase selling prices.

|  | Flexible <br> Packaging | Paperboard <br> Packaging | Tapes, <br>  <br> Tags | Unprinted <br> Rolls and <br> Sheets |
| :--- | :---: | :---: | :---: | :---: |
| Yes | $62.5 \%$ | $66.7 \%$ | $73.3 \%$ | $66.7 \%$ |
| No | $37.5 \%$ | $33.3 \%$ | $20.0 \%$ | $33.3 \%$ |

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## "What is the primary obstacle standing in the way of achieving your revenue and profit?"

The economy's condition is blamed as the primary obstacle to achieving revenue and profits in the future according to a consensus of $55 \%$ of respondents. Following, as a second primary obstacle, is a lack of high quality sales talent at $27 \%$, but this is only true in the Paperboard Packaging and Tapes Labels \& Tags sectors.

|  | Flexible <br> Packaging | Paperboard <br> Packaging | Tapes, Labels <br> \& Rolls | Unprinted <br> Rolls and <br> Sheets |
| :--- | :---: | :---: | :---: | :---: |
| Cash Flow | $6.3 \%$ | $0.0 \%$ | $6.7 \%$ | $0.0 \%$ |
| Economic <br> Conditions | $50.0 \%$ | $55.6 \%$ | $53.3 \%$ | $66.7 \%$ |
| Labor Conditions | $6.3 \%$ | $0.0 \%$ | $0.0 \%$ | $0.0 \%$ |
| Lack of High <br> Quality Sales <br> Talent | $0.0 \%$ | $11.1 \%$ | $26.7 \%$ | $0.0 \%$ |
| Raw Material <br> Problems | $18.8 \%$ | $0.0 \%$ | $6.7 \%$ | $8.3 \%$ |
| Shrinking Market <br> for Products | $6.3 \%$ | $33.3 \%$ | $6.7 \%$ | $8.3 \%$ |

## "Please specify "other" from question above.

Broken out here is a host of "other" obstacles sited by respondents with Unprinted Rolls and Sheets seemingly having the greatest diversity of challenges to face.

|  | Flexible <br> Packaging | Paperboard <br> Packaging | Tapes, Labels <br> $\&$ Tags | Unprinted <br> Rolls and <br> Sheets |
| :--- | :---: | :---: | :---: | :---: |
| Competition from <br> Far East | $0.0 \%$ | $0.0 \%$ | $0.0 \%$ | $8.3 \%$ |
| Competition | $6.3 \%$ | $0.0 \%$ | $0.0 \%$ | $0.0 \%$ |
| Complacency | $0.0 \%$ | $11.1 \%$ | $0.0 \%$ | $0.0 \%$ |
| Excess Capacity <br> in the Industry | $0.0 \%$ | $0.0 \%$ | $0.0 \%$ | $8.3 \%$ |
| Imports | $0.0 \%$ | $0.0 \%$ | $0.0 \%$ | $8.3 \%$ |
| Inability to Raise <br> Prices | $6.3 \%$ | $0.0 \%$ | $0.0 \%$ | $0.0 \%$ |
| Market Pricing | $0.0 \%$ | $0.0 \%$ | $0.0 \%$ | $8.3 \%$ |
| Marketing <br> Problems for New <br> Products | $0.0 \%$ | $0.0 \%$ | $6.7 \%$ | $0.0 \%$ |
| Little Expansion <br> in US | $0.0 \%$ | $0.0 \%$ | $0.0 \%$ | $0.0 \%$ |



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"Do you ever survey, or are you planning to survey, your customers to get their feedback on your performance as a supplier?"

An important consideration in gaining a competitive edge is to understand how clients feel about your organization. A useful tool in providing this useful insight is to survey customers on a regular basis. Just over half of total respondents survey their customers at least once per year, with $13 \%$ doing so on a quarterly basis while a surprising twenty-nine percent ( $29 \%$ ) never survey their customers with a bulk of these converters involved in Paperboard Packaging and Unprinted Rolls and Sheets.

|  | Flexible <br> Packaging | Paperboard <br> Packaging | Tapes, Labels <br> \& Tags | Unprinted <br> Rolls and <br> Sheets |
| :--- | :---: | :---: | :---: | :---: |
| Never Survey | $18.8 \%$ | $33.3 \%$ | $26.7 \%$ | $33.3 \%$ |
| Planning to <br> Survey | $31.3 \%$ | $0.0 \%$ | $20.0 \%$ | $25.0 \%$ |
| Survey Monthly | $0.0 \%$ | $0.0 \%$ | $0.0 \%$ | $8.3 \%$ |
| Survey <br> Quarterly | $6.3 \%$ | $11.1 \%$ | $26.7 \%$ | $0.0 \%$ |
| Survey Yearly | $43.8 \%$ | $55.6 \%$ | $26.7 \%$ | $33.3 \%$ |

## Mergers $\mathcal{E}$ Acquisitions Update

As part of its quarterly economic update, PFFC has partnered with Thomas Blaige E Company LLC to share its proprietary research on Mergers $\mathcal{E}$ Acquisitions activity in the paper, film, and foil converting markets. In this first installment, the focus is on the Plastics Film \& Sheet Sector.

## GLOBAL FILM \& SHEET DEAL VOLUME DOUBLES OVER 2002

Global M\&A activity in the Film \& Sheet Sector more than doubled over 2002, reaching a total of 66 transactions in 2003. A significant driver of this volume is consolidation among larger industry players such as Alcan, Amcor, Klöckner Pentaplast, and Sigma Plastics (who together accounted for 11 M\&A transactions).


Source: Thomas Blaige E Company LLC

Volume is truly global, with $70 \%$ of all transactions including an international (non-US) buyer and/or seller.

M\&A activity growth among non-converted products outstripped that of converted products. Thus, consolidation among those who supply the converter market is accelerating. We believe that this trend will eventually put additional pressure on converters in the form of increased supplier leverage.

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## DIVESTITURES, PRIVATE EQUITY, AND INTERNATIONALS DRIVING VOLUME

CORPORATE DIVESTITURES ACCOUNTED FOR NEARLY HALF OF SECTOR ACTIVITY IN 2003.
Corporations continue to shed non-core assets in the sector to focus on core businesses as they restructure their portfolios.

- New Private Equity Platforms accounted for 1 of every 4 transactions. Investors are attracted by the industry's long-term growth prospects and the fragmentation of the competitor universe.
- $67 \%$ OF BUYERS WERE INTERNATIONAL (NON-US) COMPANIES. Non-US companies continued to be attracted to the US, as those companies who wish to be truly international realize that they must establish a meaningful presence in the US market.


Source: Thomas Blaige E Company LLC

## VALUATIONS: FILM \& SHEET VALUES STRONG IN 2003

VALUATIONS IN 2003 REMAINED FIRM, REFLECTING THE CONTINUED DEMAND FOR TRANSACTIONS IN THE SECTOR.

- A composite index of publicly traded stocks in the sector indicates that, after outperforming the S\&P 500 during the 2001/2002 period, firm valuations tracked closely to that of the overall market in 2003.
- Disclosed transaction multiples for healthy, profitable firms were roughly in-line with 2002's valuations at $6.0 x$ to $7.0 x$ trailing EBITDA.

| Transaction Value as a Multiple of | Sales | EBITDA |
| :--- | :---: | :---: |
| Trading Comparables | 1.3 | 8.5 |
| Transaction Multiples | 1.0 | 6.7 |

Source: Thomas Blaige E Company LLC, Company SEC filings, Wall Street estimates.

Please note that these multiples are indicative only - each business and situation must be viewed in the context of its own performance and prospects.

