

Q1 2023 Earnings and 2023 Outlook

SEE Accelerating High Quality Growth

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May 2, 2023 Conference Call Supplement (Unaudited Results)

Safe Harbor and Regulation G Statement

Forward-looking Statements

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Our management uses non-U.S. GAAP financial measures to evaluate the Company's performance, which exclude items we consider unusual or special items. We believe that the use of non-U.S. GAAP measures helps investors to gain a better understanding of core operating results and future prospects, consistent with how management measures and forecasts the Company's performance, especially when comparing such results to previous periods or forecasts. Please see Sealed Air's May 2, 2023 earnings press release and the appendix of this presentation for important information about the use of non-U.S. GAAP financial measures relevant to this presentation, including applicable reconciliations to U.S. GAAP financial measures. Information reconciling forward-looking U.S. GAAP measures to non-U.S. GAAP measures is not available without unreasonable effort. Values in this presentation are approximate due to rounding. Additionally, the individual components of bridges or the individual quarterly components presented in the current or prior quarter earnings presentation may not sum to the full year amount due to rounding.

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Vision:

To become a world-class company partnering with our customers on automation, digital and sustainability packaging solutions.

Purpose:

We are in business to protect, to solve critical packaging challenges, and to make our world better than we find it.

We are now





Reinvent SEE 2.0 Igniting High Quality Growth

Market-driven, customer-first solutions in automation, digital and sustainability

Q1 2023 % of Sales

Online Digital

65%

Americas

22%

EMEA

Asia Pacific

Red Meat 24%

eCommerce Retail 9%

Industrials 11%

Smoked & Processed 9%

Poultry 8%

Cheese 7%

Other Food 5%

Electronic 5%

Medical. Life science 5%

Fluids & Liquids 9%

Transportation 5%

Logistics 2%

Seafood 1%

Consumer Ready

Automated, digital and sustainability solutions



Fluids and Liquids

Disrupting rigid containers





Automated Protective Solutions

Broadening and optimizing to solutions portfolio























Protective Turnaround

Igniting growth by reinventing portfolio, brands and solutions to address evolving customer sustainability and automation needs



Lead with SEE® Automation

Solve customer challenges
Safety, labor, productivity...
Solutions multiplier
Equipment, service & materials

Broaden and Optimize Portfolio

Highly differentiated portfolio Expand fiber-based sustainable solutions Equipment and materials agnostic

Customer First

Partner with customers and distribution channels to ignite growth and gain market share

Online and Digital

MySEE platform to reach new customers, lower cost to serve and sell Online studio for interactive digital printing, packaging design and services



Tire Packaging Solution

Delivers customer payback faster than 3 years, > \$50M market opportunity















> 90% reduction in package handling cost



Rolling avoidance eliminated safety concerns



50% reduction of labor requirements



65% film weight reduction, 100% recyclable





> 6x Adj. EBITDA Multiplier *



Auto Wrap Systems
Controls and installation



Parts and service Digital RFID markers Packaging materials



SEE Operating Model Targets





¹ Operating Leverage (Earnings / Growth) = YoY change in Earnings / YoY change in Sales

² Adj. EBITDA contribution from volume growth and net price realization, as % of Sales. Net Price Realization defined as YoY Price less inflation on Direct Material, Freight, Non-Material and Labor costs

³ SEE Op EX Productivity expressed as % of Total Cost excl. D&A ⁴ SEE Digital savings > 30 bps of sales by 2025, included in Productivity metric

⁵ Adj. EPS calculated using diluted weighted average number of shares outstanding ⁶ FCF Conversion: Free Cash Flow / Adj Net Earnings

Q1 2023 Results

Maintaining execution discipline despite recessionary environment and continued destocking

Revenue

Net Sales

\$1.35B

Down 5% as reportedDown 2% constant currency

Earnings

Adj. EBITDA

\$267M

Down 18% as reportedDown 17% constant currency

Earnings / Share

Adj. EPS

\$0.74

Down 34% as reportedDown 33% constant currency



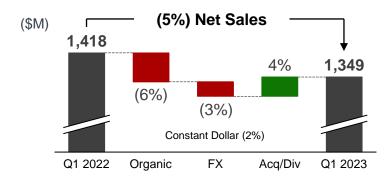
Q1 2023 YoY Sales Performance

Challenging recessionary environment impacting organic growth

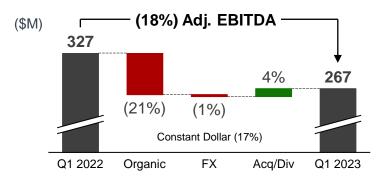
		Seg	ments	Regions						
(\$M)	SEE	Food	Protective	Americas	EMEA	Asia Pacific				
Sales	\$1,349	\$853	\$496	\$878	\$289	\$181				
As Reported Change	(5%)	6%	(19%)	(6%)	(1%)	(8%)				
Constant Dollar Change	(2%)	9%	(17%)	(4%)	4%	(1%)				
Organic Change	(6%)	1%	(17%)	(9%)	0%	(5%)				
% of Sales	100%	63%	37%	65%	22%	13%				



SEE Q1 2023 Performance



SEE Q1 sales declined due to recessionary pressures, customer destocking and FX, *down* 5% as reported, *down* 2% constant dollar, partially offset by Liquibox acquisition

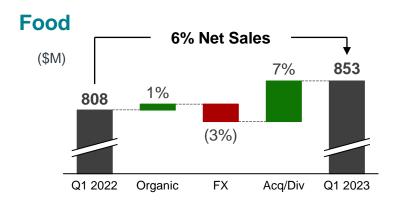


Q1 Adj. EBITDA of \$267M, **down 18%** as reported, **down 17%** constant dollar

Adj. EBITDA margin of 19.8%, *down 330 bps* primarily driven by reduced volume



Q1 2023 Segment Performance

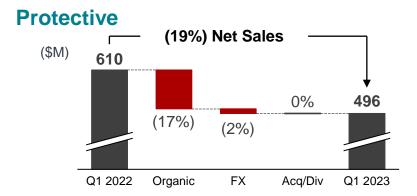


Q1 sales organic growth up 1%

Liquibox and Foxpak contributed 7% growth

Q1 Adj. EBITDA of \$195M, **down 3%** as reported, **flat** at constant dollar

Adj. EBITDA margin of 22.8%, down 200 bps



Q1 organic sales **down 17%** driven by continued destocking and lower cyclical market demand

Q1 Adj. EBITDA of \$80M, **down 37%** as reported, **down 35%** constant dollar

Adj. EBITDA margin of 16.2%, down 470 bps

Profitability impacted by lower volume and FX headwinds



Free Cash Flow

Improved working capital driven by disciplined inventory management

(\$M)	Three Months	Ended Mar 31,
	2023	2022
Adjusted EBITDA	267	327
Interest payments, net of interest income	(48)	(40)
Income tax payments, net of refunds	(14)	(25)
Reinvent SEE, restructuring & assoc. payments	(3)	(12)
Change in trade working capital, net1	(60)	(165)
Change in other assets/liabilities	(90)	(37)
Cash flow provided by operating activities	52	48
Capital expenditures	(65)	(67)
Free Cash Flow	(13)	(19)



SEE Capital Allocation Model

Invest to Accelerate Growth

Accelerate SEE Automation, digital and sustainability

Digital packaging and printing, eCommerce

Consumer ready, sustainable solutions

Broaden and optimize portfolios, focus on solutions model

Entrepreneurial Innovation and SEE Ventures

Disruptive technology & business models to innovate faster Advancing sustainable & circular solutions

CapEx Fueling Growth: 4 - 5% of Sales

Investing in SEE Automation, digital, sustainability

- ~ 30% circularity and net-zero carbon ecosystem
- ~ 15% in Touchless Automation & ~ 10% in Digital
- ~ 50% growth ~ 40% maintenance ~ 10% cost/productivity

Returning Capital to Shareholders

Deleverage

Q1'23 Pro Forma Net Debt / Adj. EBITDA 3.7x Targeting Pro Forma Net Debt / Adj. EBITDA < 3.5x by year end

Strong FCF Conversion ... > 90% target

2023 FCF Conversion¹ Outlook ~ 94%

Consistent Dividend Payout

Q1'23 Cash dividend \$31M or \$0.20 per share Payout ratio² ~22%

Opportunistic Share Repurchase

Repurchased 1.5M shares for \$80M Q1'23

~ \$537M remaining under current authorization



2023 Outlook – H1 Challenged, H2 Recovery

Net Sales

\$5.85 to \$6.10B

Up 4% to 8%

Organic down 1% to up 3%

FX Impact ~(1%)

Acg/Div Impact, net¹ ~\$350M

Adj. EBITDA

\$1.25B to \$1.30B

Up 3% to 7%

FX Impact ~(1%)

Margin ~21%

Adj. EPS

\$3.50 to \$3.80

Down 15% to 7%
D&A ~\$275M
Interest Exp, Net ~\$275M
Adj. Tax rate ~26% to 27%

Free Cash Flow

\$475 to \$525M²

Capex ~\$260M to \$280M Cash Taxes² ~\$240M to \$250M Restructuring ~\$23M

Outlook Range

- Recessionary pressures
- Destocking persists
- Inflationary pressures continue
- Geopolitical risks

- + Liquibox to contribute > 6% revenue, > 8% Adj. EBITDA
- + SEE Automation and digital growth
- + Share gain acceleration
- Product innovations and geographic expansion



¹ Includes Liquibox acquisition completed Feb 2023 (Food segment)

² Excludes \$175M tax deposit on April 20, 2023 related to tentative agreement to settle with the IRS

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Appendix

U.S. GAAP Summary & Reconciliations

YoY Sales Trends

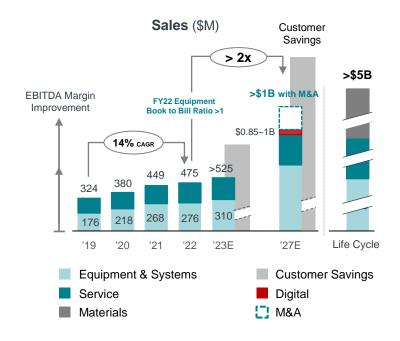
SEE delivered positive price across all regions offset by lower volume

2022			Organic % Excluding FX & M&A					Volume/Mix % Excluding M&A					Price % Excluding M&A					
		<u>Q1</u>	<u>Q2</u>	<u>Q3</u>	<u>Q4</u>	<u>Q1</u>	<u>Q1</u>	<u>Q2</u>	<u>Q3</u>	<u>Q4</u>	<u>Q1</u>	<u>Q1</u>	<u>Q2</u>	<u>Q3</u>	<u>Q4</u>	<u>Q1</u>		
	Food	18	13	9	4	1	2	(2)	(4)	(3)	(3)	17	15	13	7	4		
	Protective	12	9	0	(14)	(17)	(3)	(8)	(12)	(20)	(18)	15	17	12	6	2		
	SEE	15	11	5	(4)	(6)	(1)	(5)	(7)	(10)	(9)	16	16	13	7	3		
	Americas	20	15	5	(6)	(9)	(1)	(5)	(9)	(12)	(10)	21	20	14	5	1		
	EMEA	11	6	7	4	(0)	1	(6)	(6)	(7)	(8)	10	12	12	11	8		
	APAC	4	5	5	(3)	(5)	1	0	(1)	(8)	(9)	3	5	6	6	4		
	SEE	15	11	5	(4)	(6)	(1)	(5)	(7)	(10)	(9)	16	16	13	7	3		

SEE Automation Powering through Supply Chain Challenges



Capacity expansion, automation and innovation to drive unprecedented growth



"We are moving the business to you because where you are taking the business and what that will mean for us." - Converted customer Q1 Equipment & Services up ~5% YoY in constant dollar **Continued share gain** in protein automation with materials pull through

Expand equipment solutions and Automation Services Strong Innovation pipeline to bring new automation solutions Broaden network of strategic partners for faster growth Q1 bookings outpaced revenue

Incremental fiber-based materials pull through via Auto Boxing & Liquibox

Supply challenges continue to improve

On track to deliver > \$525M revenue in 2023

Releasing bottlenecks to drive growth in 2023

Investing to double capacity in the next 3 years Partner with suppliers to expand components sourcing options

Re-engineer equipment design to replace hard-to-source parts

SEE Net Positive Circular Ecosystem

Automation • Digital • Packaging

We design, develop and deploy integrated solutions that have a positive impact on our customers, their customers and our society. Best solutions, at the right price, make them sustainable

Eliminate Waste → Simplify the Process → Zero Harm → ○ SEE Automation



Data \rightarrow Information \rightarrow Direction \rightarrow Results ... "you get what you measure"

U.S. GAAP Summary & Reconciliations

Historical performance

Three Months Ended Mar. 31, Year Ended Dec. 31,														
		2023		2022		2022		2021		2020	2019		2018	
(\$M, except tax rate and per share data)														
Net Sales	\$	1,348.8	\$	1,417.6	\$	5,641.9	\$	5,533.8	\$	4,903.2	\$ 4,791.1	\$ 4	4,732.7	
Pre-tax Earnings from Continuing Operations		96.7		209.0		729.3		716.2		626.2	370.3		457.8	
Net Earnings from Cont. Ops.		62.9		149.6		491.3		491.2		484.1	293.7		150.3	
EPS from Cont. Ops. (Diluted)	\$	0.44	\$	1.00	\$	3.33	\$	3.22	\$	3.10	\$ 1.89	\$	0.94	
Effective Tax Rate		35.0%		28.4%		32.6%		31.4%		22.7%	20.7%		67.2%	
Operating Cash Flow	\$	51.9	\$	48.4	\$	613.3	\$	709.7	\$	737.0	\$ 511.1	\$	428.0	
U.S. GAAP Net earnings from Cont. Ops.	\$	62.9	\$	149.6	\$	491.3	\$	491.2	\$	484.1	\$ 293.7	\$	150.3	_
Interest expense, net		57.8		38.9		162.3		167.8		174.4	184.1		177.9	
Income tax provision		33.8		59.4		238.0		225.0		142.1	76.6		307.5	
Depreciation and amortization, net of adjustments		68.9		63.2		236.8		232.2		216.5	184.5		159.0	
Special Items														
Liquibox intangible amortization		5.0		-		-		-		-	-		-	
Liquibox inventory step-up amortization		8.4		-		-		-		-	-		-	
Restructuring charges		(1.2)		0.5		12.1		14.5		11.0	41.9		47.8	
Other restructuring associated costs		(0.2)		3.1		9.3		16.5		19.5	60.3		15.8	
Fx loss due to high inflationary economies		2.6		1.0		8.8		3.6		4.7	4.6		2.5	
Loss on debt redemption and refinancing activities		4.9		0.7		11.2		18.6		-	16.1		1.9	
Fair value (gain)/impairment loss on equity														
investments		-		15.5		30.6		(6.6)		(15.1)	-		-	
Impairment of debt investments		-		-		-		8.0		-	-		-	
Novipax settlement agreement		-		-		-		-		-	59.0		-	
Charges related to acquisition and divestiture activity		16.9		(0.9)		3.1		2.6		7.1	14.9		34.2	
Gain on sale of Reflectix		-		-		-		(45.3)		-	-		-	
Other Special Items		7.5		(4.1)		6.7		3.5		6.8	 29.1		(7.4)	
Pre-tax impact of Special Items		43.9		15.8		81.8		15.4		34.0	 225.9		94.8	
Non-U.S. GAAP Adj EBITDA from Cont. Ops.	\$	267.3	\$	326.9	\$	1,210.2	\$	1,131.6	\$	1,051.1	\$ 964.8	\$	889.5	

LTM Adjusted EBITDA and Adjusted Tax Rate

(\$M)	Mar. 31, 2023	Dec. 31, 2022	Three Months Ended Sep. 30, 2022	Jun. 30, 2022	Mar. 31, 2022
U.S. GAAP Net earnings from continuing operations	62.9	94.7	132.6	114.4	149.6
Interest expense, net	57.8	43.0	40.9	39.5	38.9
Income tax provision	33.8	84.5	51.4	42.7	59.4
Depreciation and amortization, net of adjustments Special Items:	68.9	57.8	59.4	56.4	63.2
Liquibox intangible amortization	5.0	=	-	=	-
Liquibox inventory step-up amortization	8.4	-	-	-	-
Restructuring charges	(1.2)	7.5	0.6	3.5	0.5
Other restructuring associated costs	(0.2)	0.8	1.6	3.8	3.1
Foreign currency exchange loss due to high inflationary economies	2.6	2.9	2.2	2.7	1.0
Loss on debt redemption and refinancing activities	4.9	-	-	10.5	0.7
Fair value (gain) / impairment loss on equity investments	=	(1.0)	-	16.1	15.5
Impairment of debt investments	=	=	-		-
Gain on sale of Reflectix	=	=	-	=	-
Charges related to acquisition and divestiture activity	16.9	3.9	0.3	(0.2)	(0.9)
Other Special Items	7.5	3.1	3.6	4.0	(4.1)
Pre-tax impact of Special Items	43.9	17.2	8.3	40.4	15.8
Non-U.S. GAAP Total Company Adjusted EBITDA	267.3	297.2	292.6	293.4	326.9
Last twelve months Adjusted EBITDA	1,150.5	1,210.2	1,242.7	1,220.6	1,190.3
U.S. GAAP Earnings before income tax provision	96.7	179.2	184.0	157.1	209.0
Pre-tax impact of Special items	43.9	17.2	8.3	40.4	15.8
Non-U.S. GAAP Adjusted Earnings before income tax provision	140.6	196.4	192.3	197.5	224.8
U.S. GAAP Income tax provision	33.8	84.5	51.4	42.7	59.4
Tax Special Items	(6.3)	(36.0)	(3.6)	(3.1)	(6.7)
Tax impact of Special Items	6.2	2.8	1.5	9.2	4.0
Non-U.S. GAAP Adjusted Income Tax Provision	33.7	51.3	49.3	48.8	56.7
U.S. GAAP Effective income tax rate	35.0%	47.2%	27.9%	27.2%	28.4%
Non-U.S. GAAP Adjusted income tax rate	24.0%	26.1%	25.6%	24.7%	25.2%
					@ 2022

U.S. GAAP Summary & Reconciliations

	Three Months Ended March 31,					
	2	2023	2	2022		
(\$M, except tax rate and per share data)						
Net Sales	\$	1,348.8	\$	1,417.6		
Pre-tax Earnings from Continuing Operations		96.7		209.0		
Net Earnings from Continuing Operations		62.9		149.6		
EPS from Continuing Operations (Diluted)	\$	0.44	\$	1.00		
Effective Tax Rate		35.0%		28.4%		
Operating Cash Flow	\$	51.9	\$	48.4		

	Three Months Ended March 31,										
		2023	3			20)22				
(\$M, except per share data)	Net E	arnings	Dilut	ed EPS	Net	Earnings	Dilu	ted EPS			
U.S. GAAP net earnings and diluted EPS from continuing operations	\$	62.9	\$	0.44	\$	149.6	\$	1.00			
Special Items		44.0		0.30		18.5		0.12			
Non-U.S. GAAP adjusted net earnings and adjusted diluted EPS	\$	106.9	\$	0.74	\$	168.1	\$	1.12			
Weighted average number of common shares outstanding - Diluted				144.8				149.5			

Q1 '23 Net Debt / Adjusted EBITDA

(\$M)	
Non-U.S. GAAP Total Company Adj EBITDA (LTM)	\$ 1,151
Total Debt	\$ 4,830
Less: Cash and cash equivalents	 (303)
Net Debt	\$ 4,527
Net Debt / Adjusted EBITDA	3.9



Components of Change in Net Sales

By segment and region

			Thi	<u>ree Months Er</u>	ided March 31,				
(\$M)	Food			Protectiv	'e	Total Company			
2022 Net Sales	\$ 807.7	57.0%	\$	609.9	43.0%	\$ 1,417.6	100.0%		
Price	32.8	4.1%		10.0	1.6%	42.8	3.0%		
Volume ¹ Total organic change	 (20.9)	(2.6)%		(111.4)	(18.2)%	 (132.3)	(9.3)%		
(non-U.S. GAAP) Acquisition (Divestiture)	11.9 57.9	1.5% 7.1%		(101.4)	(16.6)% - %	(89.5) 57.9	(6.3)% 4.1%		
Total constant dollar change (non-U.S. GAAP) Foreign currency translation Total change (U.S. GAAP)	 69.8 (24.4) 45.4	8.6% (3.0)% 5.6%		(101.4) (12.8) (114.2)	(16.6)% (2.1)% (18.7)%	(31.6) (37.2) (68.8)	(2.2)% (2.7)% (4.9) %		
2023 Net Sales	\$ 853.1	63.2%	\$	495.7	36.8%	\$ 1,348.8	100.0%		

					Thre	e Months Er	nded l	March 31	,			
(\$M)	(\$M)		Americas			EMEA			;	Total		
2022 Net Sales	\$	930.2	65.6%	\$	291.2	20.6%	\$	196.2	13.8%	\$	1,417.6	100.0%
Price		11.0	1.2%		23.5	8.0%		8.3	4.2%		42.8	3.0%
Volume ¹		(91.4)	(9.8)%		(23.7)	(8.1)%		(17.2)	(8.7)%		(132.3)	(9.3)%
Total organic change (non-U.S. GAAP) (Divestiture) Acquisition		(80.4) 40.8	(8.6)% 4.3%		(0.2) 10.8	(0.1)% 3.7%		(8.9) 6.3	(4.5)% 3.2%		(89.5) 57.9	(6.3)% 4.1%
Total constant dollar change (non- U.S. GAAP)		(39.6)	(4.3)%		10.6	3.6%		(2.6)	(1.3)%		(31.6)	(2.2)%
Foreign currency translation		(12.5)	(1.3)%		(12.3)	(4.2)%		(12.4)	(6.3)%		(37.2)	(2.7)%
Total change (U.S. GAAP)		(52.1)	(5.6)%		(1.7)	(0.6)%		(15.0)	(7.6)%		(68.8)	(4.9)%
2023 Net Sales	\$	878.1	65.1%	\$	289.5	21.5%	\$	181.2	13.4%	\$	1,348.8	100.0%

