

SEE Investor Overview – December 2021

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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 November 2, 2021 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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To become a world-class, digitally-driven company automating sustainable packaging solutions



Autobag

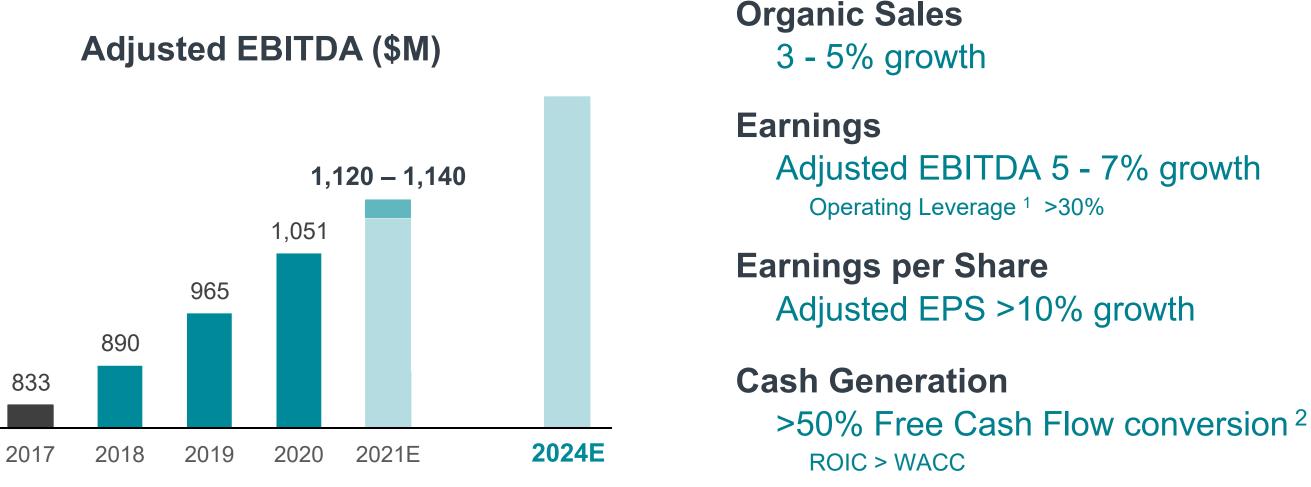




Sealed Air[®]

SEE Operating Model

Zero Harm, SEE Touchless Automation [™], Digital, and Sustainability for growth



Automation, Digital & Sustainability Driving 2021 Growth & Beyond SEE Operating Engine generating earnings power to fuel growth

¹ Operating Leverage (Earnings / Growth) YoY change in Adj EBITDA / YoY change in Net Sales



SEE Solutions for Critical Packaging Challenges

Autobag

CRYOVAC

Market driven solutions: SEE Touchless Automation[™], digital and sustainability powering global growth









BubbleWrap®

SEE Automation, Digital & Sustainability Fueling Earnings Growth

Customers SEE the future

Environmental Goals

Net Zero Carbon (CO2) Emissions¹ by 2040 Zero waste by 2030² GHG, water & energy intensity improvements

2025 Sustainability Pledge 100% of solutions designed for recyclability or reusability

50% recycled or renewable content Collaborate to enable development of recycling infrastructure

Best Solutions, Right Price, Make them Sustainable

Eliminate Waste \rightarrow Simplify the Process \rightarrow Zero Harm \rightarrow Touchless AutomationTM

SEE Operations ---- Consumer Store/Home



Significantly reducing touchpoints, eliminating thousands of boxes



Autobag loading, robotics, vision & digital printing technologies



Driving packaging digitalization through supply chain efficiency, sustainability & brand engagement





SEE Mark[™] Smart Packaging Patent Pending

SEE Automation: Equipment & System • Service • Materials

Gaining momentum, solution multipliers drive growth opportunity over life cycle \$5B+

Solving Customers' Automation Needs

Major protein producers committing to SEE Touchless Automation[™] future Creating multi-million \$ customer savings Automation, Service and Materials accelerate payback < 3 years

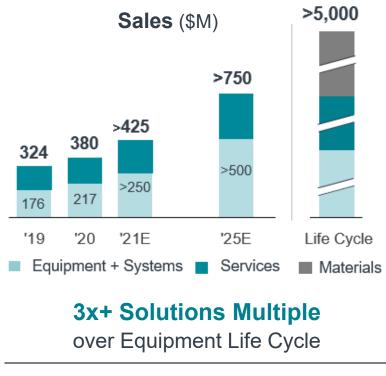
SEE Touchless Automation[™] Branded Solutions

YTD 2021 Equipment, Systems & Services up ~20% YoY, on track to >\$425M LTM Bookings up significantly, pandemic accelerated automation demand Autobag equipment annual bookings >\$70M, up >60% since LTM Dec 2019 Generating customer savings and building strategic partnerships **Investing** in **innovation** and **capacity** expansion

Pull-through High Performance Materials & Advanced Services

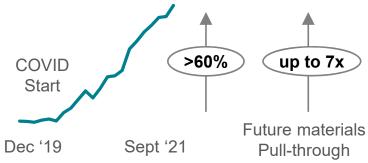


Best **solutions** • Right price • Make them sustainable



Autobag[®] Equipment Bookings Trend LTM Dec 2019 to LTM Sept 2021

Start





SEE Automation Value Creation Model

Targeting < 3 year customer payback, pulling through SEE high-performance sustainable materials

Creating an Inimitable Customer Packaging Experience







Q3 2021 Financial Results

Strong sales & earnings against inflationary pressures & supply challenges

Net Sales \$1.4B; +14%, +13% constant dollar

Adjusted EBITDA \$271M; +4%

Adjusted EPS \$0.86; +5%

Free Cash Flow \$223M vs \$292M in Sept YTD 2020

SEE Operating Engine is Performing

SEE Touchless Automation[™] & Sustainable Solutions driving demand, growth & productivity



Q3 2021 YoY Sales Performance

		Seg	ments		Regio
(\$M)	SEE	Food	Protective	Americas*	EMEA
Sales	\$1,407	\$797	\$609	\$907	\$295
As Reported Change	14%	13%	14%	14%	15%
Constant Dollar Change	13%	12%	13%	14%	13%
% of Sales	100%	57%	43%	64%	21%

Strong Growth Execution Despite Supply Challenges

* Americas includes North and South America



ons Asia Pacific Α \$204 95 % 9% % 6% % 15%



YoY Sales Trends

Q3 growth in Food & Protective, led by Americas & EMEA

2020		Gro	owth	%			Gro	wth	%			Volu	Jme	%		
2021		As I	Report	ed			Const	tant Do	ollar		Excluding Acquisitions					
	<u>Q3</u>	<u>Q4</u>	<u>Q1</u>	<u>Q2</u>	<u>Q3</u>	<u>Q3</u>	<u>Q4</u>	<u>Q1</u>	<u>Q2</u>	<u>Q3</u>	<u>Q3</u>	<u>Q4</u>	<u>Q1</u>	<u>Q2</u>	<u>Q3</u>	
Food	(3)	-	2	9	13	(1)	-	-	6	12	(2)	-	-	4	6	
Protective	9	8	17	24	14	8	7	14	20	13	4	7	13	15	4	
SEE	2	3	8	15	14	3	3	6	11	13	1	3	5	9	5	
Americas	1	1	3	13	14	4	4	4	13	14	1	4	3	9	3	
EMEA	2	5	14	26	15	-	1	7	16	13	(2)	-	7	15	10	
APAC	4	9	23	9	9	1	4	12	-	6	1	4	13	(2)	6	
SEE	2	3	8	15	14	3	3	6	11	13	1	3	5	9	5	

Volume growth driven by Food, Automation & Industrial

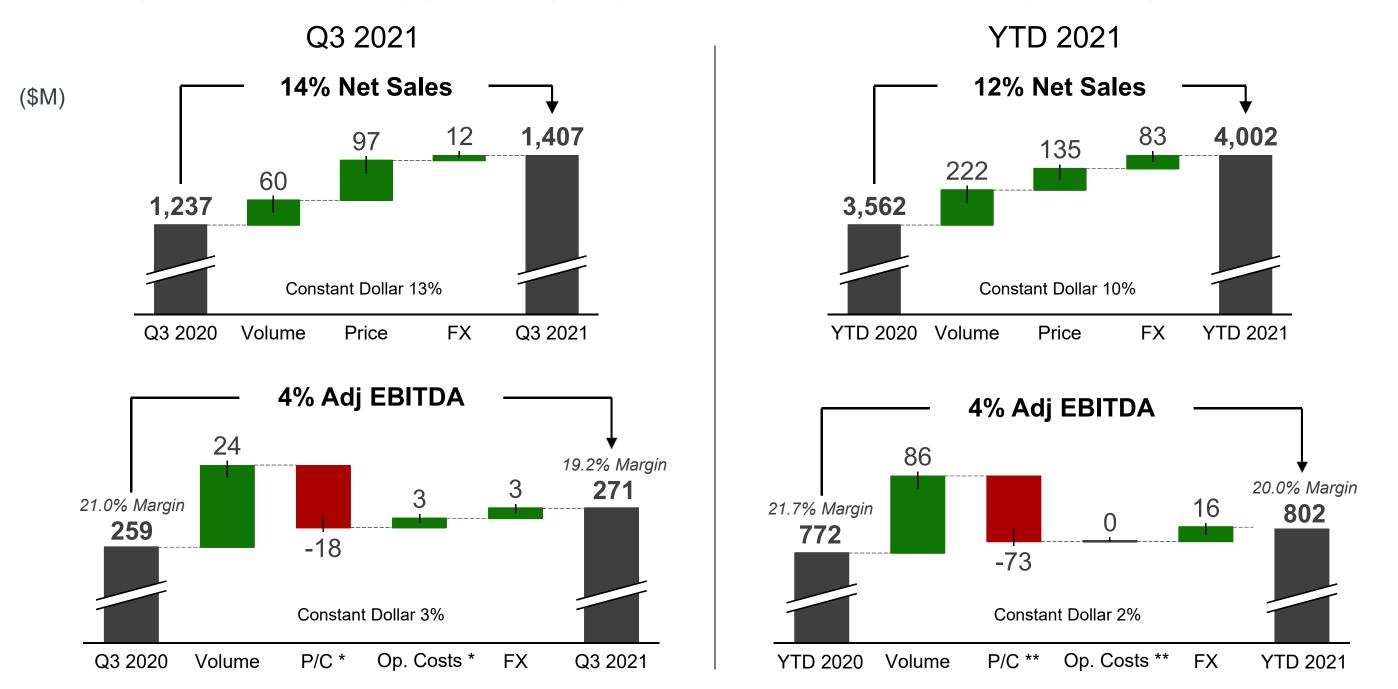


Price % Excluding Acquisitions

<u>Q3</u>	<u>Q4</u>	<u>Q1</u>	<u>Q2</u>	<u>Q3</u>
1	-	1	1	7
(1)	(1)	1	5	10
-	-	1	3	8
-	(1)	1	3	11
-	1	-	1	4
-	-	(1)	1	1
-	-	1	3	8

SEE Net Sales & Adjusted EBITDA

Top line growth & productivity gains mitigating inflationary pressures & supply challenges



* Q3 Reinvent SEE benefits \$15M: \$1M Price Cost Spread (P/C); \$14M Operating Costs, including \$4M Restructuring Savings ** YTD Reinvent SEE benefits \$43M: \$3M Price Cost Spread (P/C); \$40M Operating Costs, including \$16M Restructuring Savings



Reinvent SEE Solid Foundation for SEE Operating Engine

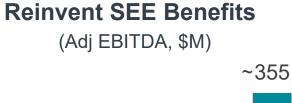
Growth workstream accelerating innovation & penetrating adjacent markets

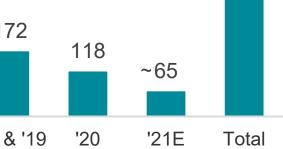
(\$M)	<u>'18 & '19</u>	<u>2020</u>	<u>YTD '21</u>		
Total YoY Benefits	172	118	43	Reinventing how we innovate to solve	17
Price / Cost Spread YoY Benefits	37	14	3	Logistics rate improvements Strategic value capture Non-market price movements Procurement savings	'18 &
Total Operating Costs YoY Benefits	135	104	40	SG&A efficiency and savings on indirect spend Manufacturing network efficiencies	(\$M)
Operating Costs YoY Benefits	64	71	24	Yield improvements and gauge optimization Material substitution & alternate raw material	9^
Restructuring YoY Savings	71	33	16	Delayering & simplifying organization	140.0

2021 Reinvent SEE Benefits ~\$65M

One SEE Operating Engine to drive productivity net of inflation beyond 2021





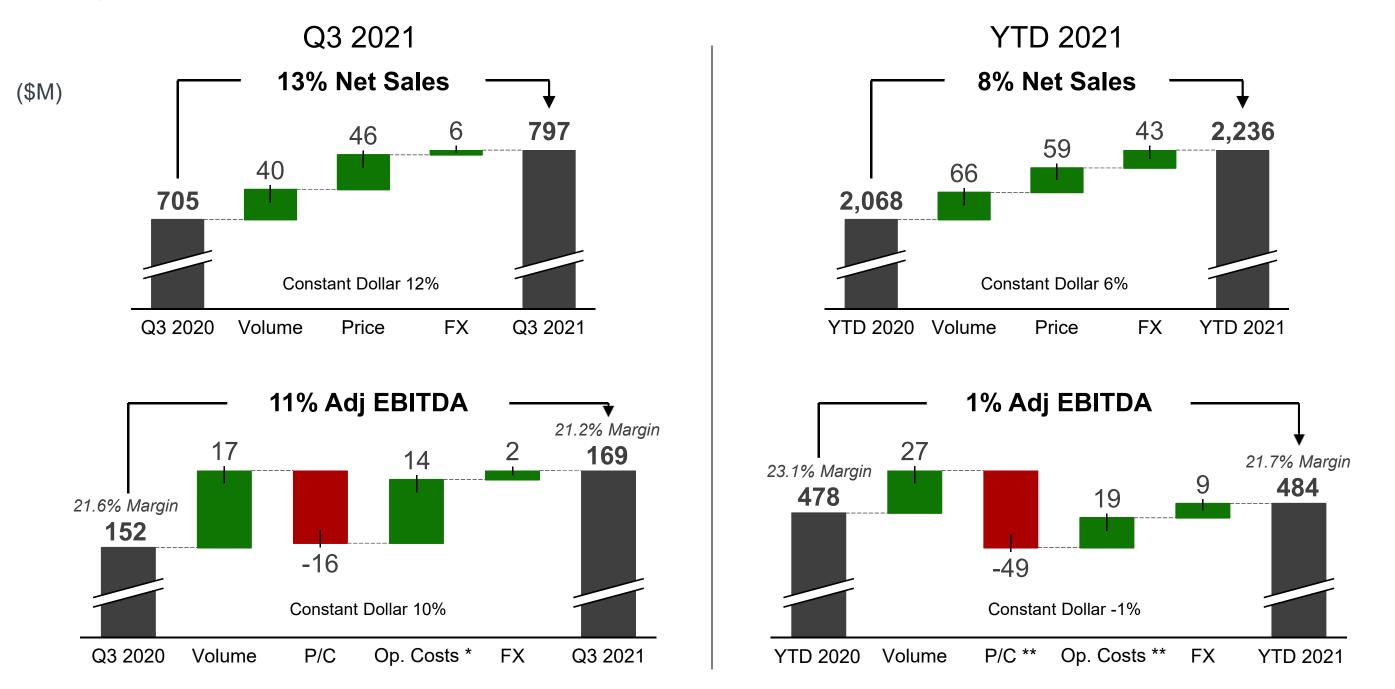


vent SEE Cash Payments



Food Net Sales & Adjusted EBITDA

Strength in food service

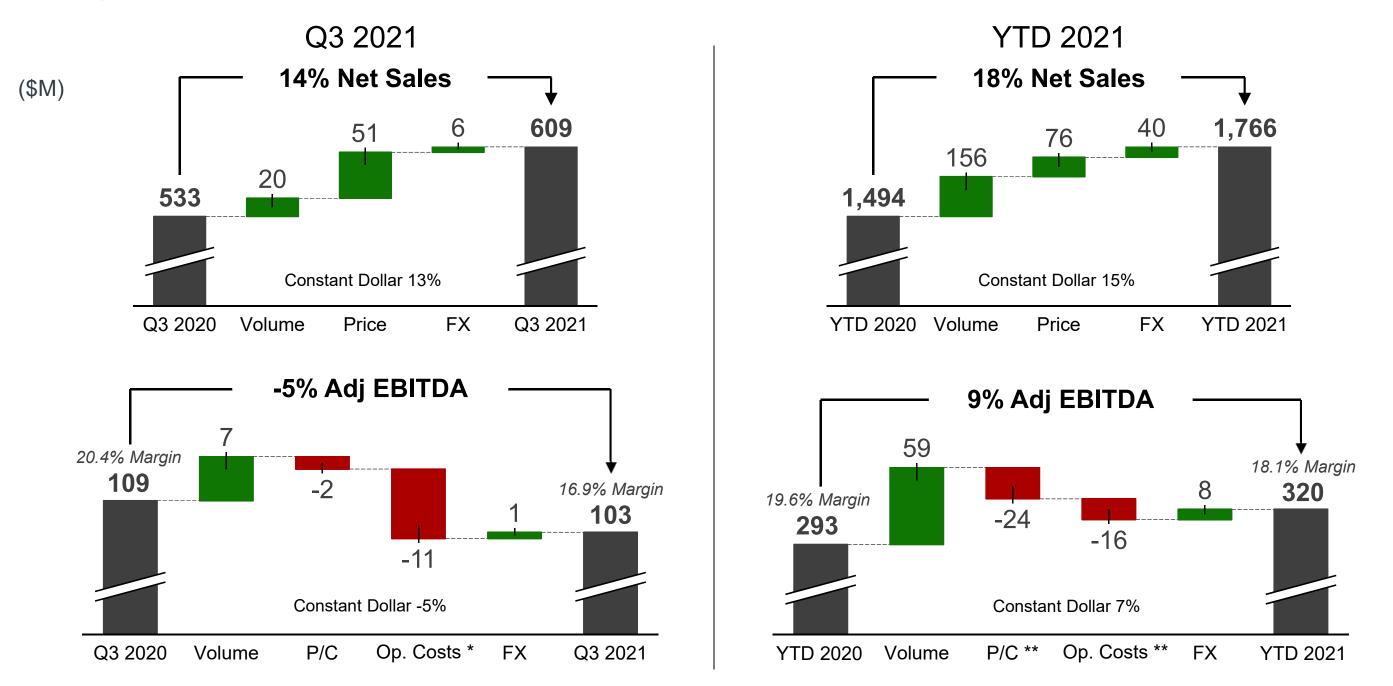


* Q3 Reinvent SEE benefits \$13M: \$13M Operating Costs, including \$2M Restructuring Savings ** YTD Reinvent SEE benefits \$31M: \$2M Price Cost Spread (P/C); \$30M Operating Costs, including \$8M Restructuring Savings



Protective Net Sales & Adjusted EBITDA

Strength in automation & industrials



* Q3 Reinvent SEE benefits \$2M of Restructuring Savings

** YTD Reinvent SEE benefits \$12M: \$1M Price Cost Spread (P/C); \$10M Operating Costs, including \$9M Restructuring Savings



Free Cash Flow

	Nine Months E	Ended Sep
(\$M)	2021	2020
Adjusted EBITDA	802	772
Interest payments, net of interest income	(132)	(132)
Income tax payments, net of refunds	(75)	(53)
Reinvent SEE, restructuring & assoc. payments	(16)	(59)
Change in trade working capital, net ¹	(105)	(119)
Change in other assets/liabilities	(96)	1
Cash flow provided by operating activities	s 378	410
Capital expenditures	(155)	(118)
Free Cash Flow	v 223	292

2021 Free Cash Flow Outlook \$520 to \$540M



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Purpose Driven Capital Allocation to Create Economic Value

Invest & Acquire to Accelerate Growth:

SEE Touchless Automation[™], equipment & systems and service Smart packaging and digital printing, eCommerce Expand position in attractive markets & geographies Product portfolio management discipline

SEE Ventures ... Entrepreneurial Mindset

Innovate faster with disruptive technologies and business models Accelerating advancements in sustainable & circular solutions ~\$40M capital deployed since 2018, creating value

2021 Capital Expenditures ~\$210M

SEE Touchless Automation[™], digital, sustainability Investing ~25% in circularity & net-zero carbon emission goals ~40% growth ~45% maintenance ~15% cost/productivity

Returning Capital to Shareholders: Net Leverage, FCF Conversion Q3 2021 Net Debt / LTM Adj EBITDA 3.2x 2021 FCF Conversion¹ Outlook ~47%

Dividends

Q3 2021 Cash dividend \$30M or \$0.20 per share Dividend payout ratio² 22%

Share Repurchase

Sept YTD repurchased 6.6M shares for \$329M \$970M remaining under current authorization

Delivering ROIC³ above cost of capital fueling SEE Operating Engine for EVA





2021 Outlook

Net Sales

~\$5.5B

As Reported ~12%

Favorable Currency ~1.5%

Constant Dollar ~11% Food ~8%, Protective ~15%

Adj **EBITDA**

\$1.12 to \$1.14B

As Reported 6.5 - 8.5%

Favorable Currency ~1.5%

Margin ~20.5%

Adj **EPS**

\$3.50 to \$3.60

As Reported 10 – 13%

D&A~\$230M Int Exp, Net ~\$167M Adj Tax Rate ~26%

Outlook Range

- Dramatic inflation continues
- Supply disruptions continue

- Share gains in markets & geographies
- Equipment & systems, eComm, industrial, food strength
- SEE Operating Engine outperforms

Previous Guidance (Aug 2021)

Net Sales \$5.4 to \$5.5B As Reported 10 - 12%Favorable Currency ~2%

Constant Dollar 8 – 10% Food 5 - 7%: Protective 13 - 15%

Adj **EBITDA** \$1.12 to \$1.15B As Reported 7 - 9%

Favorable Currency ~2%

Margin ~20.8%

Adj **EPS** \$3.45 to \$3.60 As Reported 8 – 13%

D&A ~\$235M Int Exp, Net ~\$170M Adj. Tax Rate ~26%

Restructuring Payments ~\$40M



Free Cash Flow \$520 to \$540M

Capex ~\$210M

Restructuring Payments ~\$40M

Free Cash Flow \$520 to \$570M

Capex ~\$210M



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



Autobag®









Appendix

U.S. GAAP Summary & Reconciliations

Our 4P'S[™] of Reinvent SEE[™]

Zero Harm, SEE Touchless Automation[™], Digital, and Sustainability for growth

Performance: World-class

Outperform the markets we serve with our SEE Operating Model Best service, "at the table" and "On-line" with our customers, creating references Purpose-driven mindset capital allocation to maximize value for shareholders and society

People: SEE purpose-driven culture

Power of operating as One SEE driving productivity, swarming opportunities Value creation drives rewards; talent strategies to develop, retain and attract the best and brightest Purpose-driven for diversity, equity and inclusion; environmental, social, governance (ESG) excellence

Platforms: Best Solutions, right price, make them sustainable

Double innovation vitality rate, need to triple failure rate Leading solutions: equipment & systems · service · high-performance materials · automation SEE *Touchless Automation*[™]: "doing more with less by investing and working smarter"

Processes: SEE Operational Excellence

Zero Harm, on-time every time, productivity > inflation, flawless quality Eliminate waste \rightarrow simplify process \rightarrow remove people from harm's way \rightarrow automate "touchless" Data \rightarrow Information \rightarrow Direction \rightarrow Results ... "you get what you measure"

Sustainability: Make our world better than we found it

Driving environmental, social and governance (ESG) excellence SEE leading industry with net-zero carbon emissions goal by 2040

Pledge 100% designed for recyclability or reusability, 50% recycled or renewable content by 2025











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SealedAir.com



Touchless Automation



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

U.S. GAAP Summary & Reconciliations

		Three	Months Ende	ed Septe	mber 30,	Nine Months Ended Septembe				
-		2	021	20	020	2	021	2020		
(\$M, except tax rate and	per share data)									
	Net Sales	\$	1,406.7	\$	1,237.2	\$	4,002.3	\$	3	
Pre-tax Earnings from Continui	ng Operations		154.4		149.2		469.2			
Net Earnings from Continui	ng Operations		107.8		131.8		322.2			
EPS from Continuing Opera	tions (Diluted)	\$	0.71	\$	0.85	\$	2.10	\$		
Effe	ctive Tax Rate		30.2%		11.7%		31.3%			
Operat	ing Cash Flow	\$	178.0	\$	197.2	\$	377.5	\$		

	Three Months Ended September 30,					Nine Months Ended September 30,									
	2021				202	20		202	21			2020			
(\$M, except per share data)	Net	Earnings	Dilu	Ited EPS	Net	t Earnings	Dilu	ted EPS	Net Earnings	Di	luted EPS	Ne	t Earnings	Dilut	ed EPS
U.S. GAAP net earnings and diluted EPS from cont. operations	\$	107.8	\$	0.71	\$	131.8	\$	0.85	\$ 322.2	\$	2.10	\$	346.6	\$	2.22
Special Items		22.1		0.15		(4.7)		(0.03)	50.7		0.33		12.2		0.08
Non-U.S. GAAP Adjusted net earnings and adjusted diluted EPS	\$	129.9	\$	0.86	\$	127.1	\$	0.82	\$ 372.9	\$	2.43	\$	258.8	\$	2.30
Weighted average number of common shares outstanding - Diluted				151.4				156.1			153.2				155.8

Q3 '21 Net Debt / Adjusted EBITDA

(\$M)	
Non-U.S. GAAP Total Company Adj EBITDA (LTM)	\$ 1,081
Total Debt	\$ 3,804
Less: cash and cash equivalents	 394
Net Debt	\$ 3,410
Net Debt / Adjusted EBITDA	 3.2



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3,562.3 441.3 346.6 2.22 21.5% 410.2

LTM Adjusted EBITDA and Adjusted Tax Rate

			Three months ended	b	
(\$M)	Sept. 30, 2021	Jun. 30, 2021	Mar. 31, 2021	Dec. 31, 2020	Sept. 30, 2020
U.S. GAAP Net earnings from continuing operations	107.8	108.6	105.8	137.5	131.8
Interest expense, net		42.1	43.1	43.7	43.0
Income tax provision		45.8	54.6	47.4	17.4
Depreciation and amortization Special Items:		58.2	56.9	55.4	56.2
Restructuring charges	2.4	2.1	-	(0.7)	1.0
Other restructuring associated costs	5.4	4.8	5.3	4.5	7.2
Foreign currency exchange loss due to high inflationary economies	0.9	0.6	1.4	1.5	1.1
Loss on debt redemption and refinancing cost		-	-	-	-
Increase in fair value of equity investment		-	-	(15.1)	-
Charges related to acquisition and divestiture activity	0.8	0.8	0.3	2.0	1.0
Other special items	1.0	0.1	0.8	2.5	0.6
Pre-tax impact of special items	18.6	8.4	7.8	(5.3)	10.9
Non-U.S. GAAP Total Company Adjusted EBITDA	270.6	263.1	268.2	278.7	259.3
Last twelve months Adjusted EBITDA	1,080.6				
U.S. GAAP Earnings before income tax provision	154.4	154.4	160.4	184.9	149.2
Pre-tax impact of Special items	18.6	8.4	7.8	(5.3)	10.9
Non-U.S. GAAP Adjusted Earnings before income tax provision	173.0	162.8	168.2	179.6	160.1
U.S. GAAP Income tax provision	46.6	45.8	54.6	47.4	17.4
Tax Special Items		(6.4)	(9.1)	(5.9)	12.6
Tax impact of Special Items		2.2	0.9	(1.5)	3.0
Non-U.S. GAAP Adjusted Income Tax Provision		41.6	46.4	40.0	33.0
U.S. GAAP Effective income tax rate	30.2%	29.7%	34.0%	25.6%	11.7%
Non-U.S. GAAP Adjusted income tax rate		25.6%	27.6%	22.3%	20.6%
					© 2021 S



ROIC Calculation LTM September 30, 2021

Q3 2021 Trailing Twelve Months

(\$M, except tax rate data)

	Adjusted EBIT s: Depreciation Adjusted Adjusted Tax Ra Tax on Adjusted sted Operating	(226) 855 25% (214)	
	Q3 '20	Q3 '21	Avg: '20 & '21
Book value of Equity (Total Stockholders' (Deficit) Equity	25	128	76
Current and Long-Term Debt and Operating Leases ²	3,818	3,874	3,846
Other Long-Term Liabilities (Deferred taxes; Other non-current liabilities)	726	744	735
Less: Non-Operating Assets (Cash/equivalents; Marketable Securities; Current Assets Held for Sale)	(318)	(397)	<u>(357)</u>
Total Capital	4,251	4,349	4,300
Returned on Invested Capital			15%

¹ Adjusted Tax Rate represents blended average over last 12 months; refer to previous slide for Adjusted Tax Rate reconciliation by quarter ² Short-term borrowings, Long-term Debt (Current and non-current); and Operating Lease Liabilities (Current and Non-current)



U.S. GAAP Summary & Reconciliations

Full Year Historical Performance

	Twelve Months Ended Dec. 31,						
		2020	2	2019	2018		
(\$M, except tax rate and per share data)	•	4 0 0 0 0	•	4 = 0.4 4	•	4	•
Net Sales	\$	4,903.2	\$	4,791.1	\$	4,732.7	\$
Pre-tax Earnings from Continuing Operations		626.2		370.3		457.8	
Net Earnings from Cont. Ops.		484.1		293.7		150.3	
EPS from Cont. Ops. (Diluted)	\$	3.10	\$	1.89	\$	0.94	\$
Effective Tax Rate		22.7%		20.7%		67.2%	
Operating Cash Flow	\$	737.0	\$	511.1	\$	428.0	\$
U.S. GAAP Net earnings from Cont. Ops.	\$	484.1	\$	293.7	\$	150.3	\$
Interest expense, net		174.4		184.1		177.9	
Income tax provision		142.1		76.6		307.5	
Depreciation and amortization, net of adjustments		216.5		184.5		159.0	
Special items							
Restructuring charges		11.0		41.9		47.8	
Other restructuring associated costs		19.5		60.3		15.8	
FX loss on high inflationary economies		4.7		4.6		2.5	
Loss on debt redemption and refinancing activities		-		16.1		1.9	
Increase in fair value of equity investments		(15.1)		-		-	
Novipax settlement agreement		-		59.0		-	
Acquisitions and divestitures charges		7.1		14.9		34.2	
Other Special Items		6.8		29.1		(7.4)	
Pre-tax impact of Special Items		34.0		225.9		94.8	
Non-U.S. GAAP Adj EBITDA from Cont. Ops.	\$	1,051.1	\$	964.8	\$	889.5	9



	2017
	4,461.6 393.3 62.8
5	0.33 84.0%
5	424.4
5	62.8 184.2 330.5 158.3
	12.1 14.3
	-
	- 84.1 (13.0)
\$	97.5 833.3

Components of Change in Net Sales by Segment & Region Q3 2021

	Three Months Ended September 30,									
(\$M)		Food			Protecti	ve		Total Com	npany	
2020 Net Sales	\$	704.6	57.0%	\$	532.6	43.0%	\$	1,237.2	100.0%	
Price		46.3	6.6%		50.7	9.5%		97.0	7.8%	
Volume ¹		40.2	5.7%		20.1	3.8%		60.3	4.9%	
Total constant dollar change			10.00/		70.0	10.00/		457.0	40 70/	
(non-U.S. GAAP)		86.5	12.3%		70.8	13.3%		157.3	12.7%	
Foreign currency translation		6.3	0.9%		5.9	<u> 1.1% </u>		12.2	1.0%	
Total change (U.S. GAAP)		92.8	13.2%		76.7	14.4%		169.5	13.7%	
2021 Net Sales	\$	797.4	56.7%	\$	609.3	43.3%	\$	1,406.7	100.0%	

	Three Months Ended September 30,											
(\$M)	Americas			EMEA			APAC			Total		
2020 Net Sales	\$	794.2	64.2%	\$	255.7	20.7%	\$	187.3	15.1%	\$	1,237.2	100.0%
Price		86.6	10.9%		9.3	3.6%		1.1	0.6%		97.0	7.8%
Volume ¹		24.7	3.1%		24.8	9.7%		10.8	5.8%		60.3	4.9%
Total constant dollar change												
(non-U.S. GAAP)		111.3	14.0%		34.1	13.3%		11.9	6.4%		157.3	12.7%
Foreign currency translation		1.9	0.3%		5.2	2.1%		5.1	2.7%		12.2	1.0%
Total change (U.S. GAAP)		113.2	14.3%		39.3	15.4%		17.0	9.1%		169.5	13.7%
2021 Net Sales	\$	907.4	64.5%	\$	295.0	21.0%	\$	204.3	14.5%	\$	1,406.7	100.0%

¹ Volume includes the net impact of changes in unit volume as well as the period-to-period change in the mix of products sold



