



2021 Global Industrials Virtual Conference



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## Investor Relations Company Overview – February 16, 2021

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# Safe Harbor and Regulation G Statement

## **Forward-looking Statements**

This presentation contains “forward-looking statements” within the meaning of the safe harbor provisions of the Private Securities Litigation Reform Act of 1995. All statements other than statements of historical facts included in this presentation regarding our strategies, prospects, financial condition, operations, costs, plans and objectives are forward-looking statements. Examples of forward-looking statements include, among others, statements we make regarding expected future operating results, expectations regarding the results of restructuring and other programs, expectations regarding the results of business strategies and transformations, anticipated levels of capital expenditures and expectations of the effect on our financial condition of claims, litigation, environmental costs, contingent liabilities and governmental and regulatory investigations and proceedings. Forward-looking statements are subject to risks and uncertainties, many of which are outside our control, which could cause actual results to differ materially from these statements. For information about some of those risks and uncertainties, see the “Risk Factors” section appearing in our most recent Annual Report on Form 10-K, and as revised and updated by our Quarterly Reports on Form 10-Q and Current Reports on Form 8-K. Any forward-looking statement speaks only as of the date on which it is made, and we undertake no obligation to publicly update such statement.

## **Non-U.S. GAAP Financial Measures**

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 February 9, 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.

## **Website Information - Please visit our website [Sealedair.com](http://Sealedair.com)**

We routinely post important information for investors on our website, [www.sealedair.com](http://www.sealedair.com), in the "Investors" section. We use this website as a means of disclosing material, non-public information and for complying with our disclosure obligations under Regulation FD. Accordingly, investors should monitor the Investors section of our website, in addition to following our press releases, SEC filings, public conference calls, presentations and webcasts. The information contained on, or that may be accessed through, our website is not incorporated by reference into, and is not a part of, this document.





Sealed Air®

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



# 2020 YoY Financial Results

Reinvent SEE business transformation delivered on 2020 commitments

Net Sales \$4.9B; +2%, +4% constant dollar

Adjusted EBITDA \$1.05B; +9%

Adjusted EPS \$3.19; +13%

Free Cash Flow \$556M; +73%

ROIC 15%

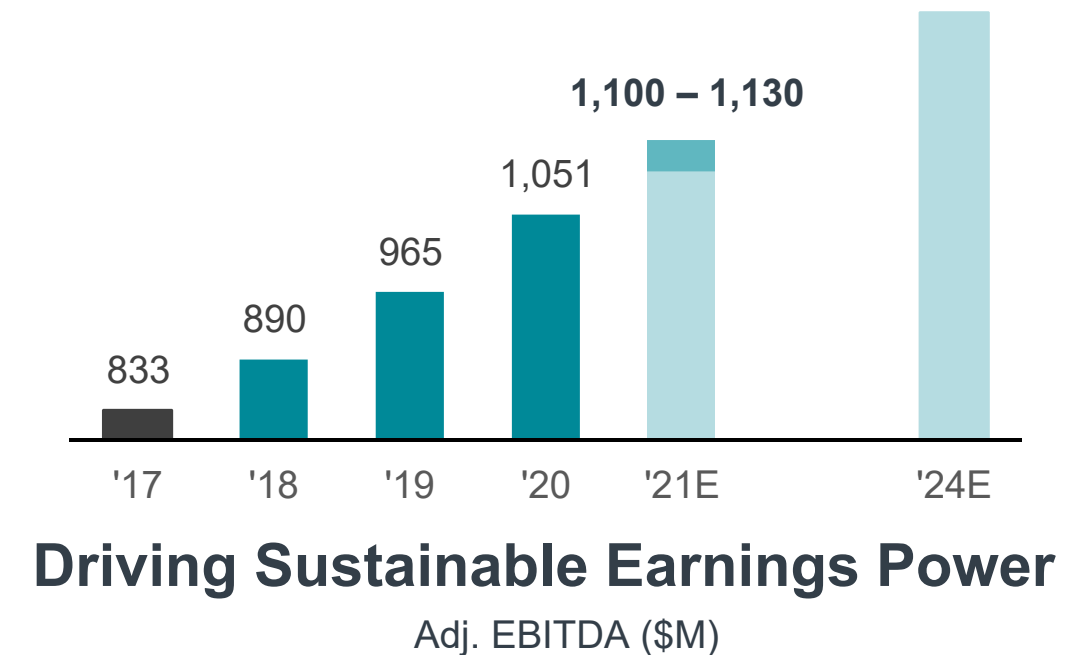
## SEE Operating Model '22 – '24

### Organic Sales Growth

3 – 5% / year

### Operating Leverage $\Delta P / \Delta G$ \*

> 30% / year



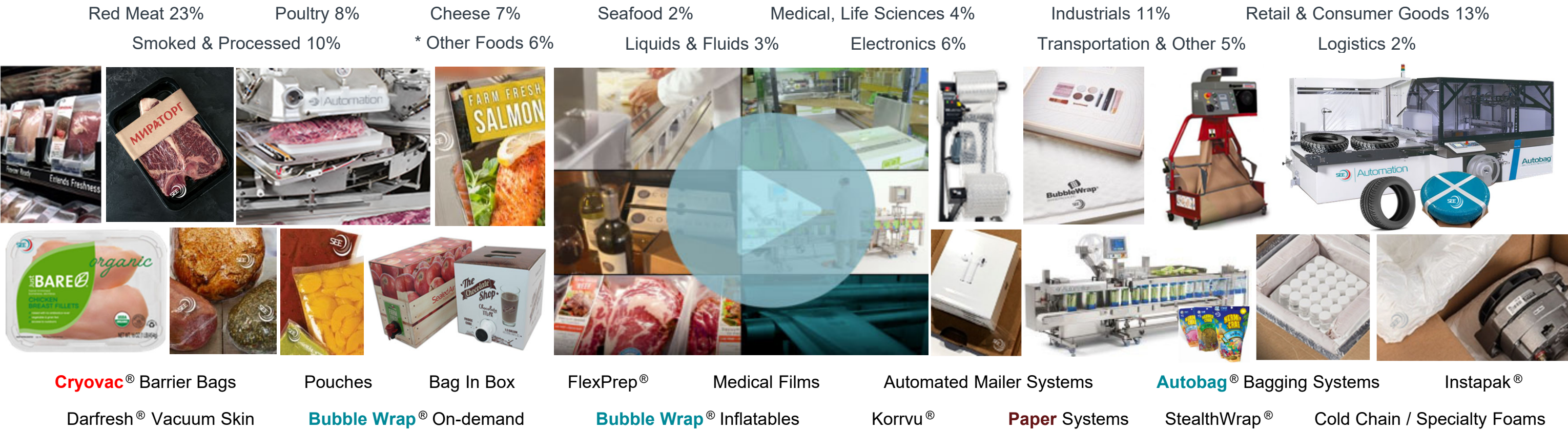
*Automation, Digital & Sustainability driving 2021 growth & beyond*

Fueled by Reinvent SEE business transformation

# SEE Solving Critical Packaging Challenges

Market driven sustainable solutions positioned for growth

2020 Sales  
by End Market



\* Other Foods includes frozen foods, produce, pantry items and meal kits

# 2020 YoY Regional Sales Performance

Favorable constant dollar growth across all regions

	* North America	South America	Europe, Middle East & Africa	Asia Pacific
As Reported Change	4%	(11)%	2%	2%
Constant Dollar Change	4%	17%	2%	2%
% of Sales	60%	4%	21%	15%

2020 Net Sales: \$4.9B	
As Reported Change:	2%
Constant Dollar Change:	4%

\* North America includes U.S., Canada, Mexico and Central America

# SEE™ Automation Solutions: Equipment System • Service • Materials

Next phase of SEE business model transformation, > \$5B growth opportunity over life cycle

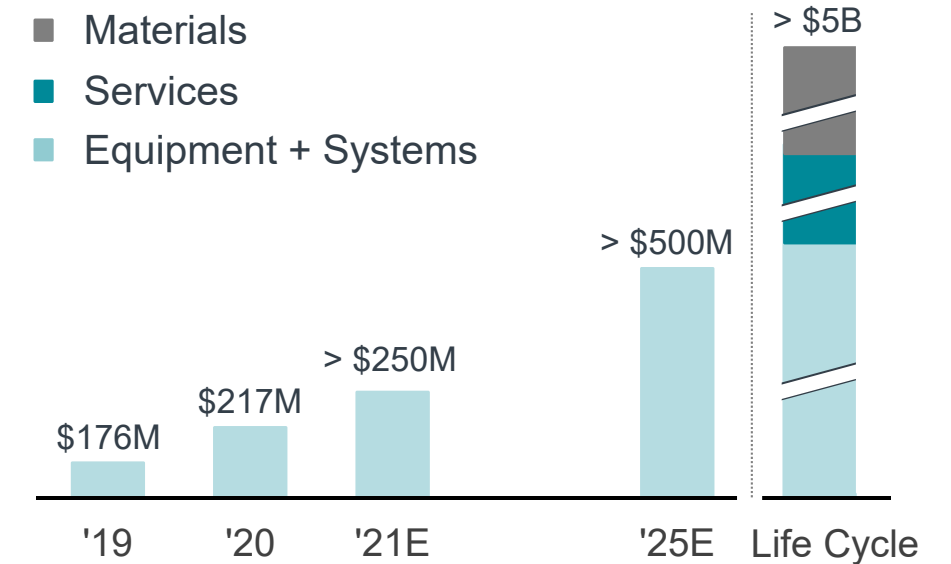
## Solving Customers' Automation Needs

... Savings Pay for System

## SEE™ Automation Branded Solutions to Create References

## Enhanced Service Models to Improve Life Cycle Value

## Drive Materials & Service Sales via Integrated Solution Model



**3x+ Solutions Multiple**  
over Equipment Life Cycle

Modeling life cycle opportunity at 10 years  
Fleet life cycle between 3 and 30 years

*Best solutions • right price • make them sustainable*

Eliminate waste → simplify the process → remove people from harm's way → automate "touchless"



# Leadership Actions through COVID-19 Pandemic

Accelerating transformation to a stronger and better company

## Lead through crisis → Accelerate transformation → Stronger post crisis

Keep people out of harm's way

Supporting peak customer demands

Activated **crisis management**

Global leadership collaboration

Keep people out of harm's way

Reinvent SEE 4P'S based playbook

Innovation speed; **"at the table" now online**

Capital allocation strategy to create Economic Value

All out of harm's way **Digital • SMART • Connected**

Flexible workplace eCommerce platform

Equipment, service, materials, **automated solutions**

Tracking to 2025 **Sustainability Pledge**



**Autobag®** brand  
Bagging Systems



**Sealed Air®** brand  
**Kevothermal®** Cold Chain  
packaging solutions for  
vaccine distribution



**Cryovac®** brand  
**Darfresh®** On Tray



**Bubble Wrap®** brand  
On-Demand Systems



**Sealed Air®** brand  
**Paper** Systems

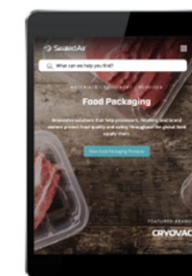


**SEE™** Mark – Smart Packaging Patent Pending



Vacuum Gripping Tool Patent Pending

SealedAir.com



*Leading to a “new normal,” digitally enabling “touchless” packaging*



# Cryovac® Customized Protein Automated Solutions

**Packaging Challenge** *Improve efficiency by reducing complexity, product & packaging waste, and labor dependency*

**SEE Automation Solution** *Patented robotics, vision systems, Digital Printing, Automated bag loader, SEE Smart Service*

## Increased Productivity

- > 30% cost savings from continuous flow systems
- ~ 10% increase in capacity utilization
- > 80% improvement in inventory velocity

## Zero Harm, Touchless

- “Touchless” automation, removing people from harm’s way
- > 70% reduction in labor dependency

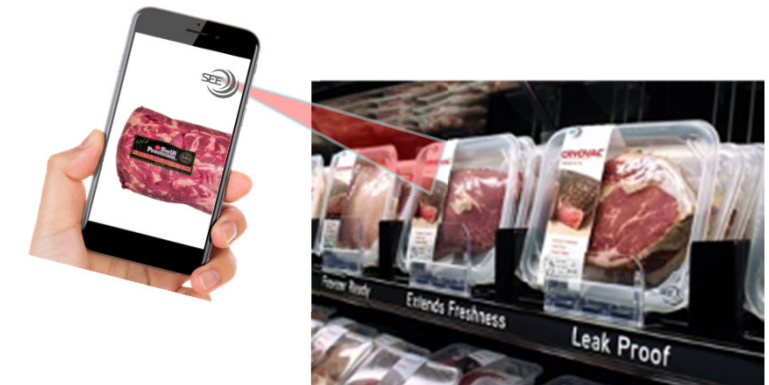
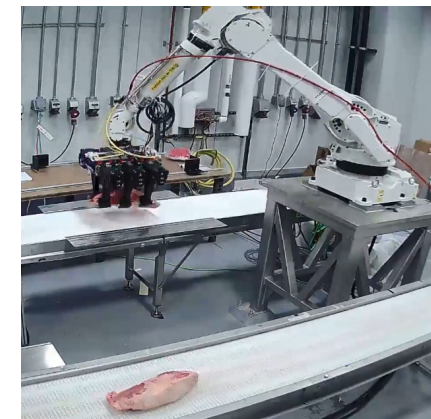
## Sustainable & Flawless

- Reduce food waste with high-performance **Cryovac®** materials
- > 50% reduction in defects with vision systems & SEE Smart Service
- Eliminate boxes with in line continuous bags loading process

- Investing in innovation: SEE Smart Packaging with Digital Printing
  - Enhanced product presentation
  - Customer branding, tracing, counterfeit protection, vision systems



*Automated bag loading and vision systems for various formats and print on demand*



*Patented robotics & SEE Smart Service*

**Automation driving > 30% operational savings with < 3-year payback**

*Eliminate waste → simplify the process → remove people from harm’s way → automate*

# High-throughput eCommerce Fulfillment Solutions

**Packaging Challenge** *Increase throughput in packing footwear and soft goods, reduce labor dependency*

**SEE Automation Solution** *Autobag® brand Flowwrap equipment, high-performance materials and SEE Smart Service*

## Increased Productivity

- > 7x pack rate improvement, 25 bags/minute
- > 145% increase of packages fulfilled per square foot
- > 65% reduction of packaging SKUs by eliminating various bag sizes

## Zero Harm, Touchless

- Reduced COVID-19 risks through “touchless” packaging solutions
- > 85% reduction in labor dependency

## Sustainable & Flawless

- Minimizes material waste by right-sizing packaging dimensions
- High recycled content and recyclable via store drop-off

- Investing in innovation: SEE Smart Packaging with Digital Printing
- Enhanced product presentation
  - Customer branding, tracing, counterfeit protection, vision systems



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*Automation driving > 7x productivity < 2-year payback*

*Eliminate waste → simplify the process → remove people from harm's way → automate*

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# Automated Packaging Systems: Leader in Automation

Successful acquisition accelerating growth and synergies, driving earnings power

## Work cell automation in eComm fulfillment

### Autobag® 650H system



Autobag®  
BRAND AUTOMATED SYSTEMS



## Demand accelerating for automation & sustainable materials

2020 sales \$289M, ~ flat YoY constant dollars despite ~ 50% industrial exposure

H2 2020 organic <sup>1</sup> sales up 5% with NA bookings > 25% YoY

Equipment (~ 15% of sales), parts & service represents ~ 25% of sales

## Growth & cost synergies realized since completion ahead of plan

2020 Adj. EBITDA \$56M or 19.5% of sales

> 600 bps improvement in margin since Aug. 2019 close

Accelerating SEE Automation growth strategy with APS' leading equipment portfolio

Reinvent SEE disciplines instrumental to productivity improvements

## Automation in bagging applications in Food

### Autobag SidePouch® system



## Transaction highlights

Post tax asset enterprise value \$437M <sup>2</sup>, ~ 7.5x EV / Adj. EBITDA after synergies

## Strengthens leadership in automated equipment, service & materials

*Eliminate waste → simplify the process → remove people from harm's way → automate*

<sup>1</sup> APS organic sales include August through December 2020 results (acquisition closed August 1, 2019)

<sup>2</sup> Net of cash tax benefits of approximately \$70M

# Sustainability: Source of Differentiation & Competitive Advantage



Best products & systems, right price and make them sustainable

## High Performance



**Cryovac® brand Barrier Bags**  
designed for recycling  
30% lighter

## Waste Reduction



**Auto Pouch Fluids System**  
2-5% yield improvement,  
reducing food waste by >20%

## Renewable Materials



**Sealed Air® brand Paper Systems**  
recycled content,  
100% curbside recyclable

## Recycled Content



**Autobag® brand EarthAware® Air Pillows**  
Inflatables System  
90%+ recycled content

## Weight & Freight Savings



**Autobag® brand Stealthwrap® Automated Film System**  
Up to 60% cube reduction,  
95% lighter than boxes



**Cryovac® brand Darfresh®**  
Zero film-scrap and  
30 - 40% less film usage,  
Post consumer recyclable tray



**Sealed Air® brand Korrvu® retention packaging**  
Size optimization,  
minimal waste  
100% curbside recyclable



**Cryovac® brand Darfresh® with Plant-based Rollstock**  
~ 90% renewable/recycled content



**Integrated Fabrication**  
>80% waste reduction  
100% recycled content



**Autobag® brand Bagging System**  
Size optimization, minimal waste  
100% recyclable via Store Drop-Off

**Bubble Wrap® brand On-Demand Inflatable Cushioning**  
Up to 90% space savings, 97% less truckloads



# Sustainability: Source of Differentiation & Competitive Advantage



One SEE strategy aligned with environmental goals to facilitate plastics circularity & Zero Harm

## Our 2025 Sustainability Pledge

### Invest in Innovation

Design and advance packaging solutions to be 100% recyclable or reusable; expect to deliver ~ 50% recyclable or reusable solutions by end of 2023

### Eliminate Plastic Waste

Achieve 50% average recycled content across all packaging solutions, of which 60% is post-consumer recycled content

### Collaboration

Lead collaborations with partners worldwide to increase recycling and reuse rates

## Innovation for Sustainability

### Materials

What packaging is made of  
Post consumer plastics  
Plant-based plastics  
Fiber-based materials

### Design

How packaging is put together  
Simplified multilayer films  
Recyclable film structures  
Recycled / renewable content

### Recovery

How packaging is recovered  
Expanded collection types  
Chemical recycling  
Reusable packaging loops

### Education

How consumers participate  
Recyclability labels  
Resin identification codes  
Digital information

# Sustainability: SEE Operational Processes

Minimizing waste & carbon footprint in our operations reduces costs & risk

## 25% Resource Intensity Reduction

Achieved goal two-years ahead of schedule <sup>1</sup>

- ✓ Greenhouse gas intensity reduced by ~ 44%
- ✓ Energy intensity reduced by > 30%
- ✓ Water use intensity reduced by > 35%

## Waste Diversion

Diverted nearly 80% of waste from landfills <sup>1</sup>  
> 50% facilities achieving 100% waste diversion

## Zero Harm

TRIR <sup>2</sup> down ~ 10% since 2018  
~ 70% facilities achieving zero harm

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*Eliminate waste → simplify the process → remove people from harm's way → automate*

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<sup>1</sup> GHG Emissions, Energy, Water and Waste internal metrics are measured over the period of 2012 to 2019

<sup>2</sup> TRIR = Total Recordable Incident Rate



# Reinvent SEE Creating Structural & Cultural Change

Growth workstream accelerating innovation and penetrating adjacent markets

(\$M)      '18 & '19      2020

## Total YoY Benefits

**\$172**

**\$118**

## Reinventing how we innovate to solve

## Price / Cost Spread YoY Benefits

**\$37**

**\$14**

Logistics rate improvements  
Strategic value capture  
Non-market price movements  
Procurement savings

## Total Operating Costs YoY Benefits

**\$135**

**\$104**

## Operating Costs YoY Benefits

\$64

\$71

SG&A efficiency and savings on indirect spend  
Manufacturing network efficiencies  
Yield improvements and gauge optimization  
Material substitution & alternate raw material qualifications  
Delaying & simplifying organization

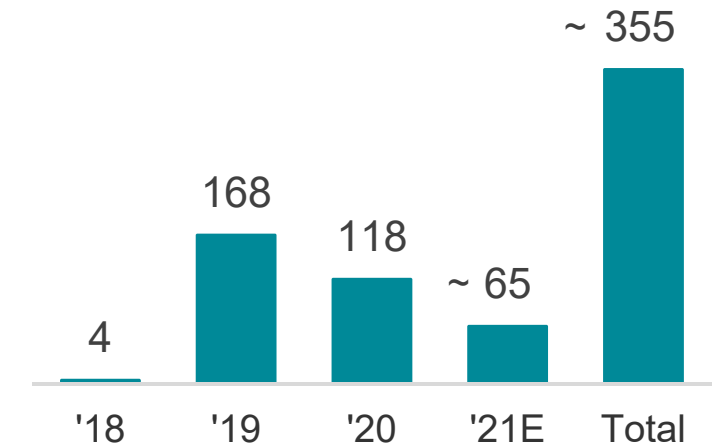
## Restructuring YoY Savings

\$71

\$33

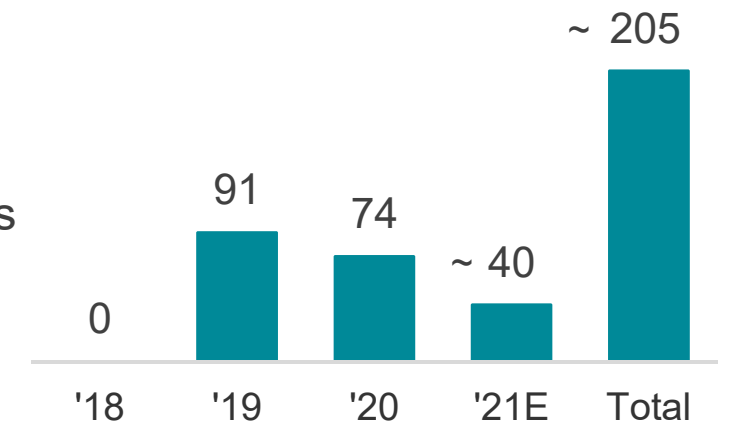
## Reinvent SEE Benefits

(Adj. EBITDA, \$M)



## Reinvent SEE Cash Payments

(\$M)



*2021 Reinvent SEE benefits ~ \$65M, ~ 50% flow through from 2020 actions*

Business operating system to continue driving productivity above inflation beyond 2021

# Strengthening our Balance Sheet

Well positioned to grow business through pandemic environment

## Q4 2020 Net Debt / LTM Adjusted EBITDA 3.1x

Reduced net leverage from 3.6x in Q4 2019

## \$1.7B of liquidity available, including:

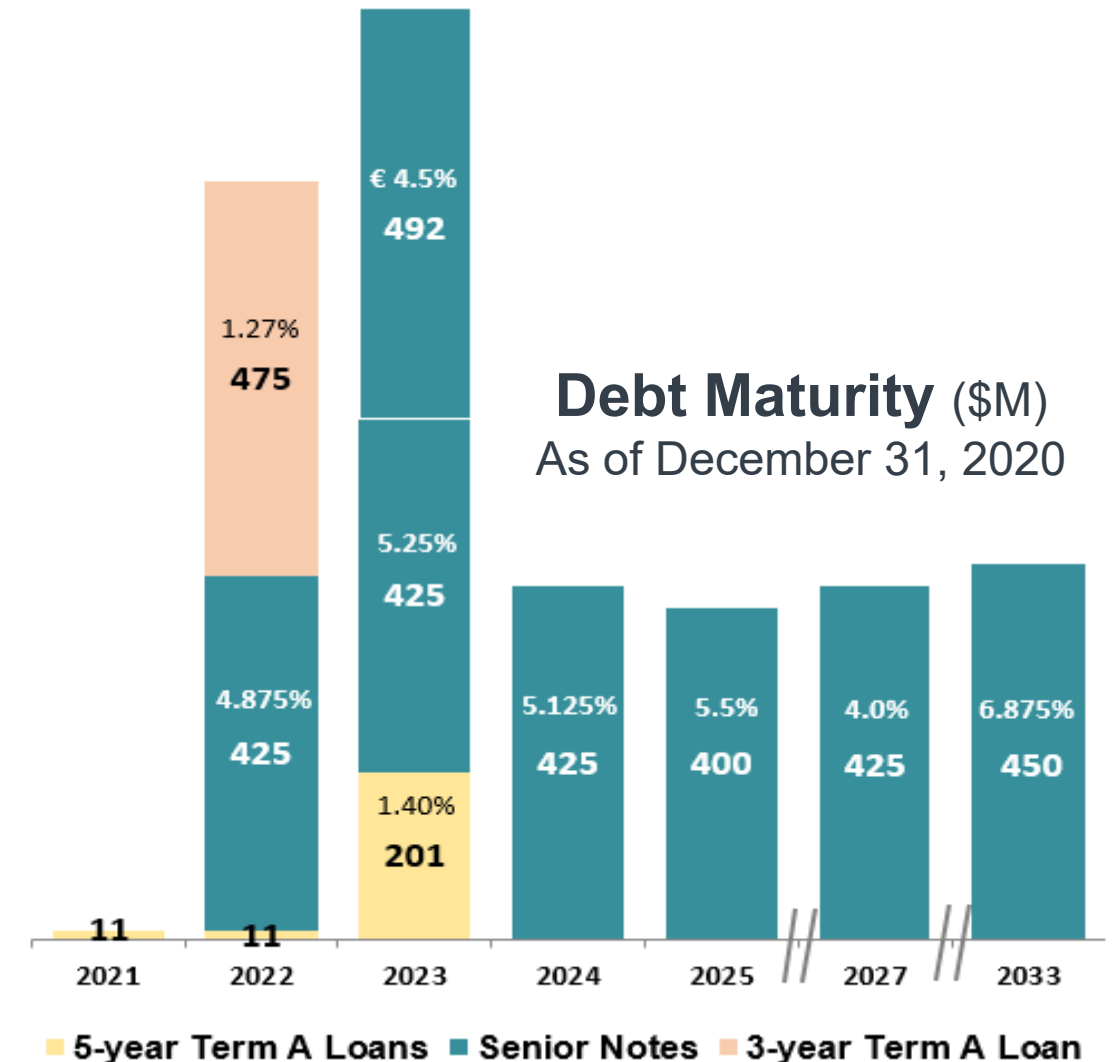
Cash \$549M, undrawn, committed credit facilities \$1.15B

Maximum leverage covenant in credit facility 4.5x for Q4 2020

Q4 2020 covenant leverage 2.8x

## No debt maturities until August 2022

Weighted average cost of debt 4.4%



*Strong liquidity and maturity profile provide financial flexibility*



# Capital Allocation Strategy

Expanding cash generation capacity through innovation and differentiated technology investments

## Investing for Innovation & Growth:

### Attractive markets, disruptive solutions & technologies

Platforms for automation, equipment systems and service

Sustainable solutions

eCommerce, smart packaging and digital printing

Convert rigids to sustainable flexibles, fluids & liquids packaging

SEE Ventures: early-stage disruptive technology / businesses

### 2020 Capital Expenditures \$181M

Investing in breakthrough processes, automation & digital

~ 40% growth, ~ 45% maintenance, ~ 15% cost productivity

## Returning Capital to Shareholders:

### 2020 Net Leverage, FCF Conversion

Net Debt / Adj. EBITDA 3.1x

FCF Conversion<sup>1</sup> 53%

### 2020 Dividends

Cash dividend \$100M or \$0.64 per share

Dividend payout ratio<sup>2</sup> 20%

### Share Repurchase

Repurchased 821K shares for \$33M in 2020

\$675M remaining under current authorization

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*Driving Industry Leading Economic Value with ROIC<sup>3</sup> ~ 15%,*  
while returning capital to shareholders and maintaining a strong balance sheet

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<sup>1</sup> FCF Conversion: Free Cash Flow / Adj. EBITDA

<sup>2</sup> Dividend payout ratio: annual dividend per share / Adj. EPS

<sup>3</sup> ROIC calculation in appendix

# 2021 Outlook

Automation, Digital & Sustainability driving growth: Fueled by Reinvent SEE

## Net Sales

**\$5.1 to \$5.2B**

As Reported 4.5 – 6.5%

Favorable Currency ~ 2%

Constant Dollar 2.5 – 4.5%

Food 2 – 4%, Protective 3 – 5%

## Adj. EBITDA

**\$1,100 to \$1,130M**

As Reported 4.5 – 7.5%

Favorable Currency ~ 2%

Margin ~ 21.6%

## Adj. EPS

**\$3.25 to \$3.40**

As Reported 2 – 7%

D&A ~ \$235M

Int. Exp., Net ~ \$170M

Adj. Tax Rate 26 – 27%

## Free Cash Flow

**\$500 to \$550M**

Capex ~ \$210M

Restr. Payments ~ \$40M

## 2020 Results

**\$4.9B**

As Reported 2%

Unfavorable Currency (\$82M)

Constant Dollar Growth 4%

Food 1%, Protective 9%

**\$1.05B**

As Reported 9%

Unfavorable Currency (\$16M)

Margin 21.4%

**\$3.19**

As Reported 13%

D&A \$217M

Int. Exp., Net \$174M

Adj. Tax Rate 24.5%

**\$556M**

Capex \$181M

Restr. Payments \$74M



# Our 4P'S<sup>SM</sup> of Reinvent SEE<sup>TM</sup>

Emerge stronger post crisis: focus on Zero Harm, business continuity, accelerate innovations for growth

**Performance:** World-class

**People:** **One SEE** high performance culture

**Products:** Best **solutions**, right price, make them sustainable

**Processes:** **One SEE** Operational Excellence culture

**Sustainability:** In everything we do, fueling our growth

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

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# Appendix

Q4 & Full Year 2020 Earnings Conference Call Supplement (Unaudited Results)  
U.S. GAAP Summary & Reconciliations





# 2020 Fourth Quarter & Full Year Earnings

February 9, 2021

Conference Call Supplement (Unaudited Results)

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Ted Doheny, President & CEO

Jim Sullivan, SVP & CFO

Chris Stephens, SVP & CFO Designate

Lori Chaitman, VP Investor Relations

# Q4 2020 YoY Regional Sales Performance

Favorable constant dollar growth across all regions

	* North America	South America	Europe, Middle East & Africa	Asia Pacific
As Reported Change	2%	(11)%	5%	9%
Constant Dollar Change	3%	13%	1%	4%
% of Sales	58%	4%	22%	16%

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Q4 2020 Net Sales: \$1.3B

As Reported Change: 3%

Constant Dollar Change: 3%

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# 2020 YoY Sales Trends

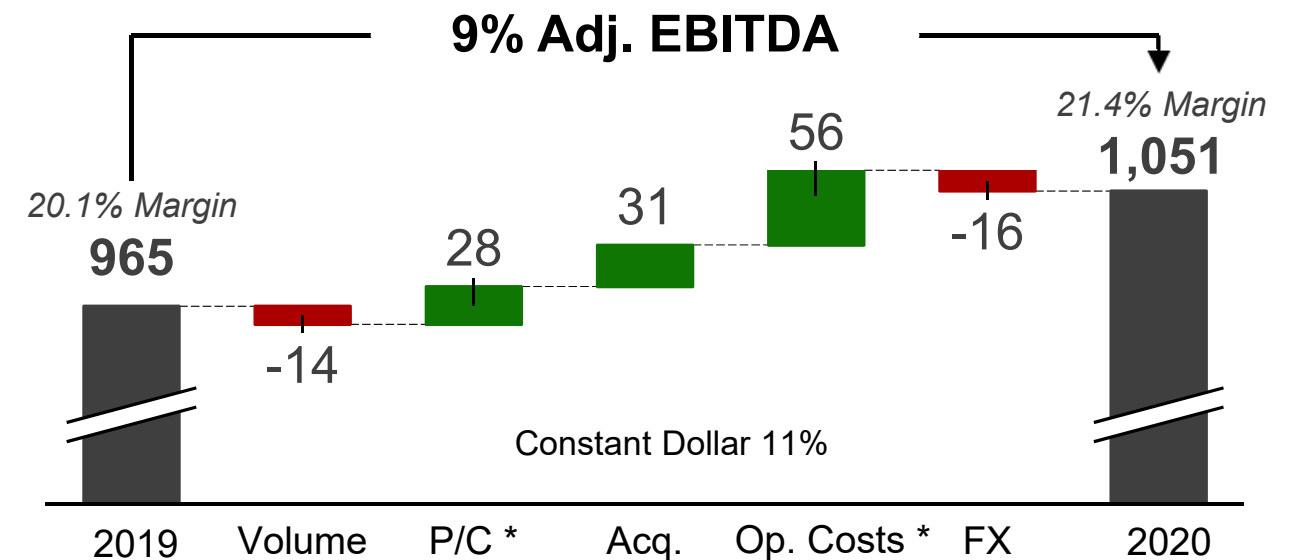
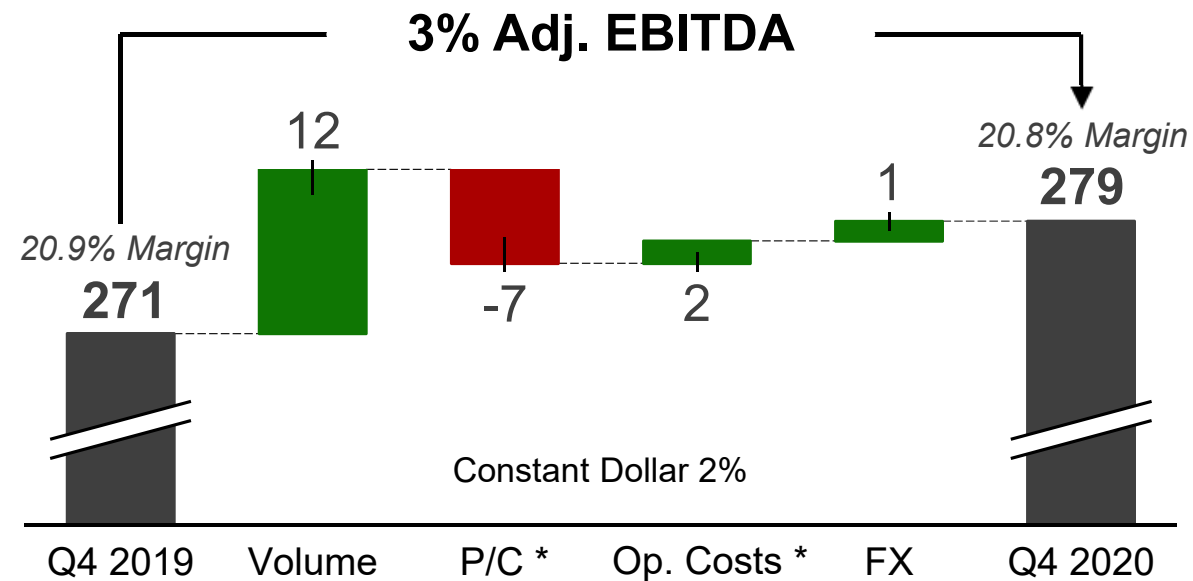
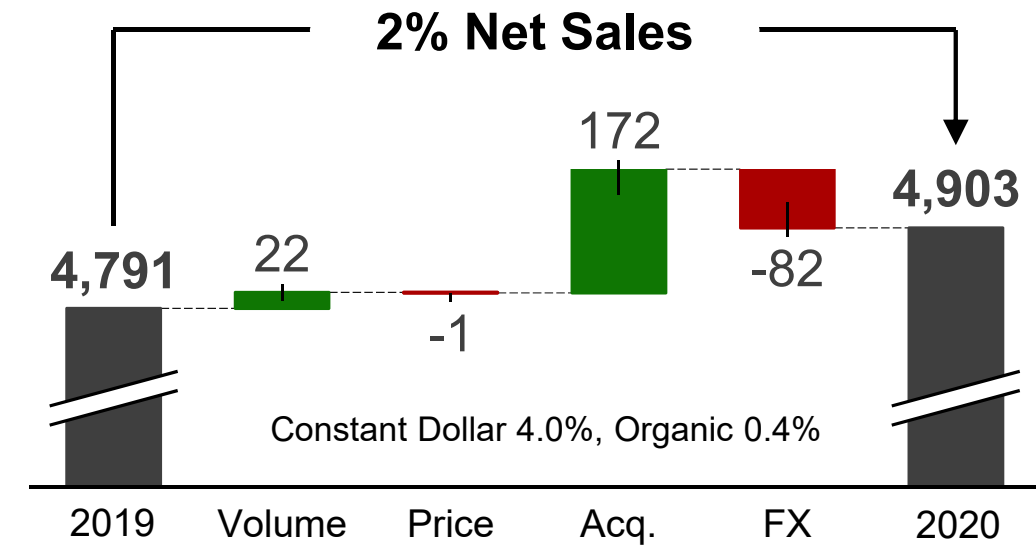
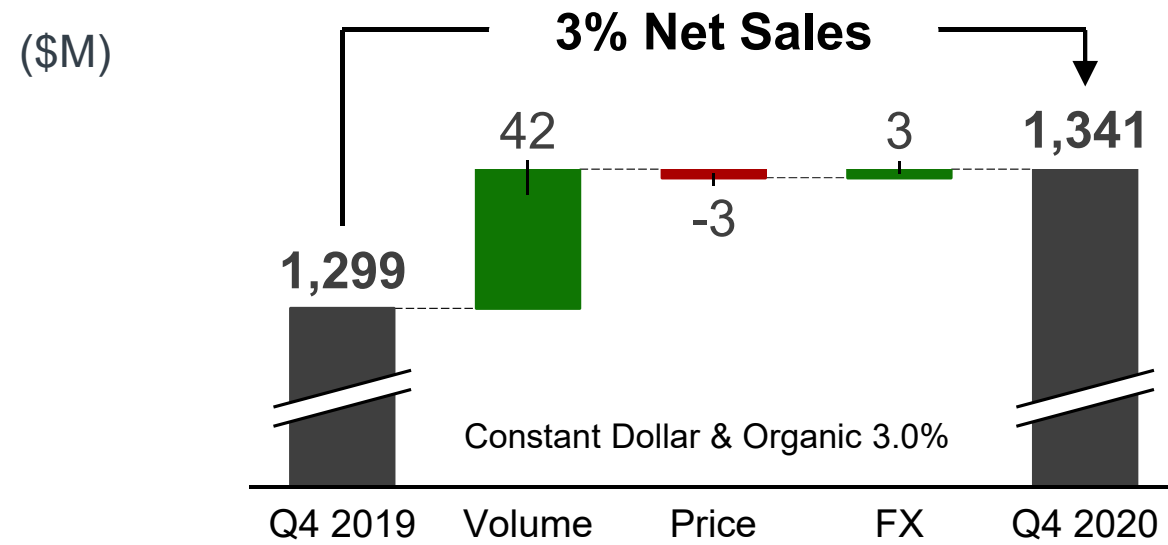
Q4 volume growth led by strength in Americas & APAC

	Growth % As Reported					Growth % Constant Dollar					Volume % Excluding Acquisitions					Price % Excluding Acquisitions				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
Food	2	(5)	(3)	(0.3)	(2)	5	(0.3)	(1)	0.5	1	5	(2)	(2)	0.3	0.2	(0.2)	1	1	0.2	0.5
Protective	12	6	9	8	9	13	8	8	7	9	(2)	(8)	4	7	1	(1)	(1)	(1)	(1)	(1)
<b>SEE</b>	<b>6</b>	<b>(1)</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>8</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>4</b>	<b>2</b>	<b>(4)</b>	<b>1</b>	<b>3</b>	<b>0.4</b>	<b>(0.5)</b>	<b>1</b>	<b>0</b>	<b>(0.2)</b>	<b>0</b>
NA	9	1	2	2	4	10	2	3	3	4	3	(6)	2	4	1	(2)	(0.2)	(1)	(1)	(1)
SA	(3)	(15)	(16)	(11)	(11)	24	18	13	13	17	7	(1)	(3)	4	2	16	19	16	9	15
EMEA	4	(3)	2	5	2	7	0.3	(0.1)	1	2	1	(5)	(2)	0.1	(1)	(0.3)	(0.3)	0.4	1	0.2
APAC	(5)	1	4	9	2	(1)	4	1	4	2	(2)	3	1	4	2	(0.3)	(0.4)	(0.1)	0.1	(0.1)
<b>SEE</b>	<b>6</b>	<b>(1)</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>8</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>4</b>	<b>2</b>	<b>(4)</b>	<b>1</b>	<b>3</b>	<b>0.4</b>	<b>(0.5)</b>	<b>1</b>	<b>0</b>	<b>(0.2)</b>	<b>0</b>

*Strength in eComm, fulfillment & automated equipment offsetting food service softness*

# SEE Q4 & 2020 Net Sales & Adjusted EBITDA

Q4 growth largely driven by strength in Protective & Reinvent SEE



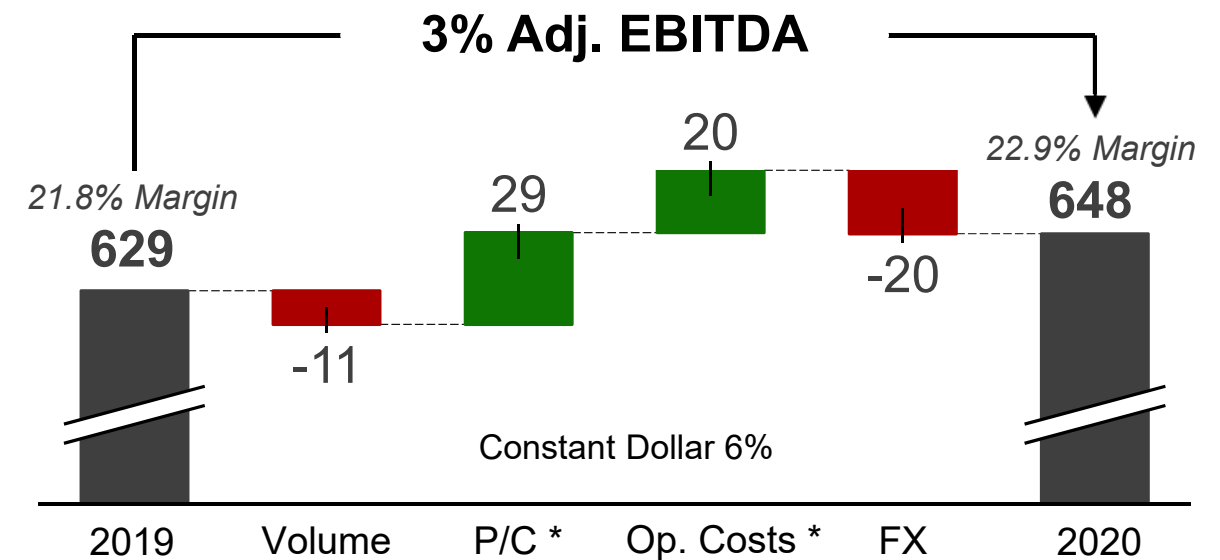
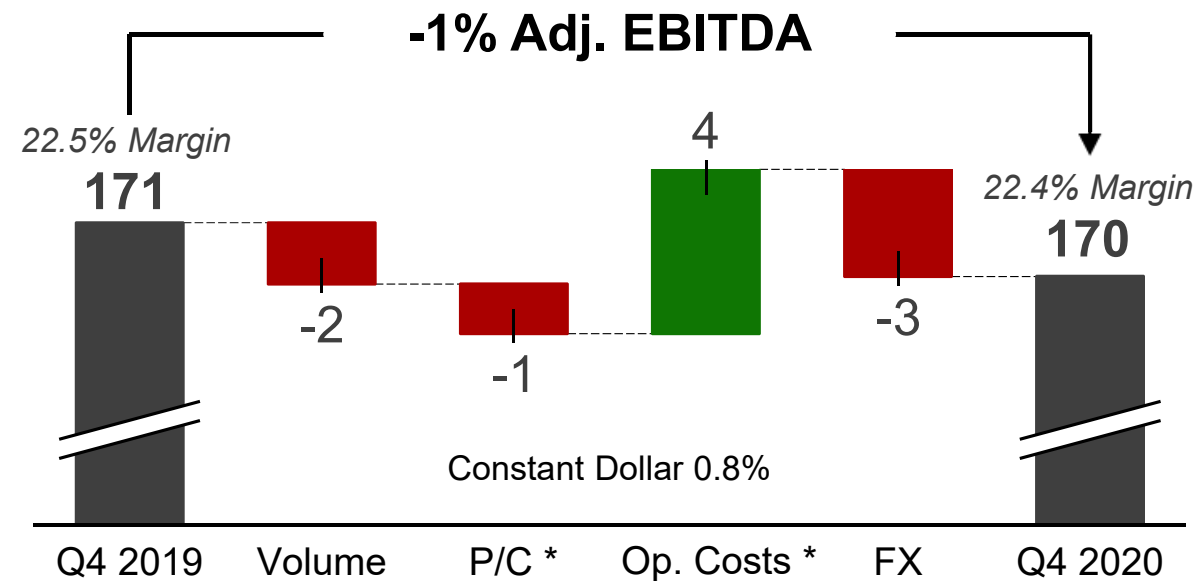
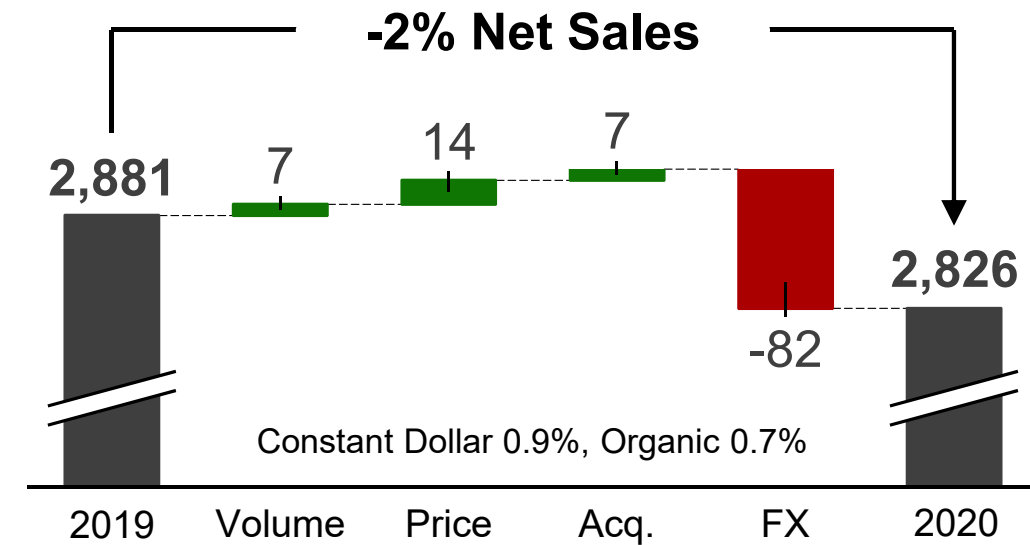
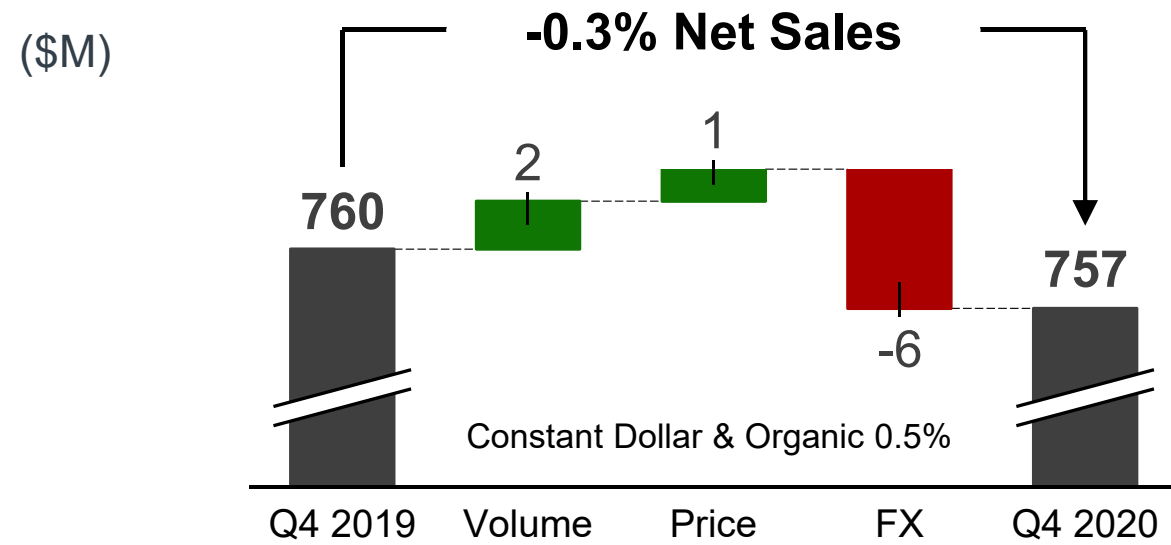
\* Q4 Reinvent SEE benefits \$17M: \$2M Price Cost Spread (P/C); \$15M Operating Costs, including \$6M Restructuring Savings

\* 2020 Reinvent SEE benefits \$118M: \$14M Price Cost Spread (P/C); \$104M Operating Costs, including \$33M Restructuring Savings



# Food Q4 & 2020 Net Sales & Adjusted EBITDA

Retail and equipment strength largely offset by ongoing food service weakness

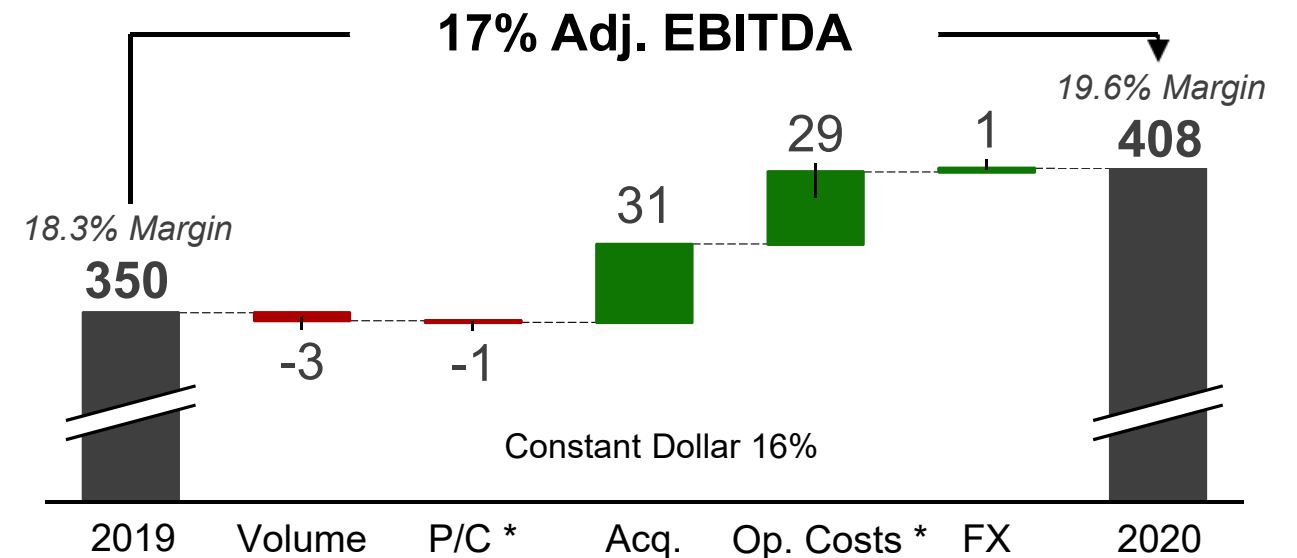
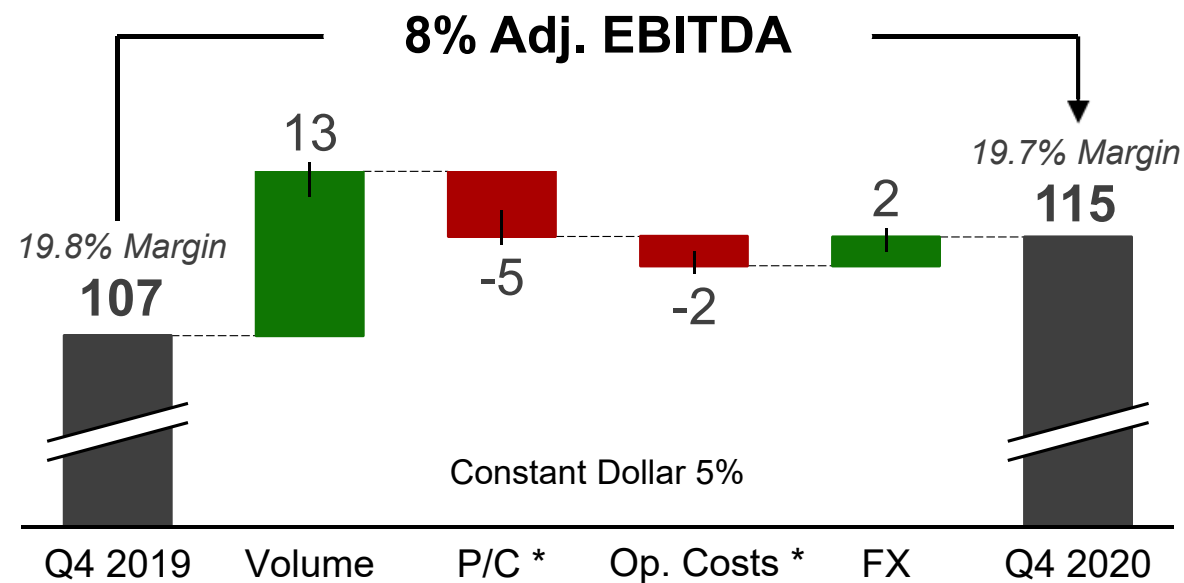
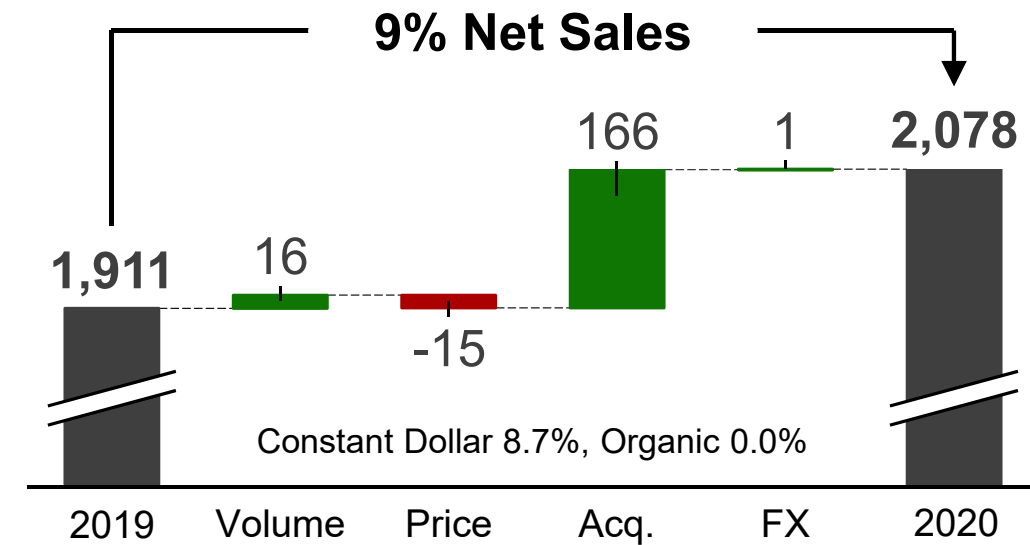
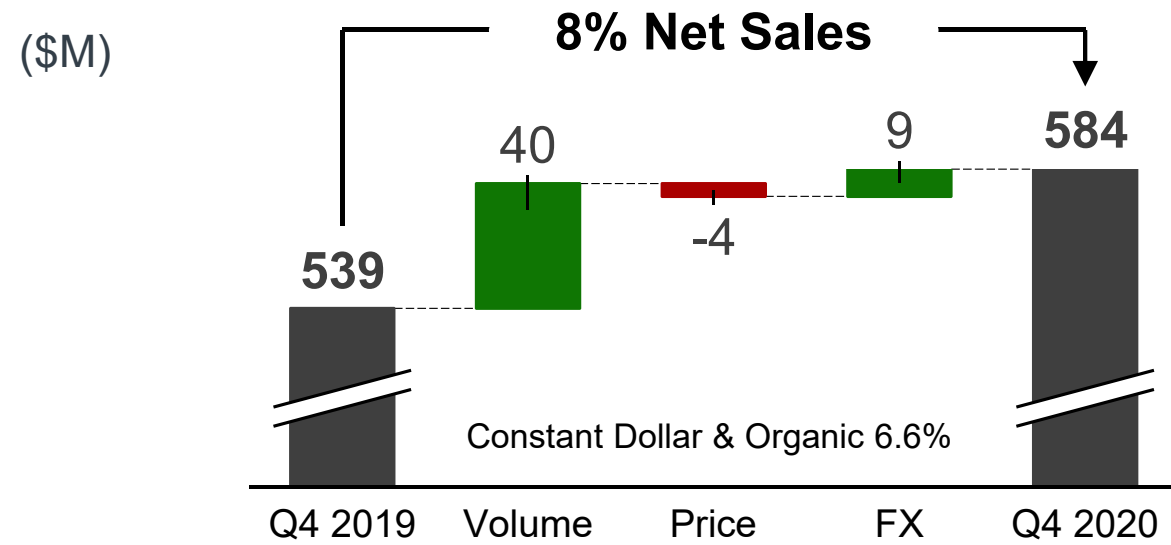


\* Q4 Reinvent SEE benefits \$11M: \$1M Price Cost Spread (P/C); \$10M Operating Costs, including \$4M Restructuring Savings

\* 2020 Reinvent SEE benefits \$79M: \$10M Price Cost Spread (P/C); \$69M Operating Costs, including \$21M Restructuring Savings

# Protective Q4 & 2020 Net Sales & Adjusted EBITDA

Q4 strength driven by eComm & fulfillment and pockets of growth in industrial



\* Q4 Reinvent SEE benefits \$6M: \$1M Price Cost Spread (P/C); \$5M Operating Costs, including \$2M Restructuring Savings

\* 2020 Reinvent SEE benefits \$39M: \$5M Price Cost Spread (P/C); \$34M Operating Costs, including \$12M Restructuring Savings

# Free Cash Flow

Growth driven by higher Adj. EBITDA, lower restructuring and 2019 legal settlement

		Twelve Months Ended Dec. 31,	
(\$M)		2020	2019
	Adjusted EBITDA	1,051	965
	Interest payments, net of interest income	(178)	(183)
	Income tax payments	(102)	(95)
	Reinvent SEE, restructuring & assoc. payments	(74)	(91)
	Change in trade working capital, net <sup>1</sup>	14	16
	Change in other assets/liabilities <sup>2</sup>	26	(101)
	Cash flow provided by operating activities	737	511
	Capital expenditures	(181)	(190)
	<b>Free Cash Flow</b>	<b>556</b>	<b>321</b>

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*2020 Adjusted EBITDA to Free Cash Flow conversion 53%*

Cash Conversion Cycle <sup>3</sup> YoY improvement ~ 2 days

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<sup>1</sup> Includes cash from trade receivables, inventory, customer advance payments, and accounts payable net

<sup>2</sup> Change in other assets/liabilities in 2019 includes a \$59M legal settlement to Novipax

<sup>3</sup> Cash Conversion Cycle defined as the respective days outstanding of inventory days plus receivables days minus payables days minus customer advance days



# U.S. GAAP Summary & Reconciliations

## Q4 and YTD Performance

(\$M, except per share data)	Three Months Ended Dec. 31,				Year Ended Dec. 31,			
	2020		2019		2020		2019	
	Net Earnings	Diluted EPS	Net Earnings	Diluted EPS	Net Earnings	Diluted EPS	Net Earnings	Diluted EPS
U.S. GAAP net earnings and diluted EPS from continuing operations	137.5	\$ 0.88	124.4	\$ 0.80	484.1	\$ 3.10	293.7	\$ 1.89
Special Items	2.1	0.01	(2.9)	(0.02)	14.3	0.09	145.0	0.93
Non-U.S. GAAP Adj net earnings and adj diluted EPS from cont. ops.	<u>139.6</u>	<u>\$ 0.89</u>	<u>121.5</u>	<u>\$ 0.78</u>	<u>498.4</u>	<u>\$ 3.19</u>	<u>438.7</u>	<u>\$ 2.82</u>
Weighted average number of common shares outstanding - Diluted		156.0		155.0		156.0		155.2

### Q4 2020 Net Debt Calculation (\$M)

Total Debt	3,761
Less: cash and cash equivalents	<u>(549)</u>
Net Debt	<u>3,212</u>

### Adjusted Tax Rate Calculation (\$M)

	Year Ended Dec. 31, 2020
U.S. GAAP Earnings before income tax provision	626.2
Pre-tax impact of Special items	<u>34.0</u>
Non-U.S. GAAP Adj. Earnings before income tax provision	<u>660.2</u>
U.S. GAAP Income tax provision	142.1
Tax Special Items	12.1
Tax impact of Special Items	<u>7.6</u>
Non-U.S. GAAP Adj. Income tax provision	<u>161.8</u>
U.S. GAAP Effective income tax rate	22.7%
Non-U.S. GAAP Adj. income tax rate	24.5%

# U.S. GAAP Summary & Reconciliations

## Q4 and YTD Performance

	Three Months Ended Dec. 31,		Twelve Months Ended Dec. 31,			
	2020	2019	2020	2019	2018	2017
(\$M, except tax rate and per share data)						
Net Sales	1,340.9	1,298.9	4,903.2	4,791.1	4,732.7	4,461.6
Pre-tax Earnings from Continuing Operations	184.9	135.5	626.2	370.3	457.8	393.3
Net Earnings from Cont. Ops.	137.5	124.4	484.1	293.7	150.3	62.8
EPS from Cont. Ops. (Diluted)	\$ 0.88	\$ 0.80	\$ 3.10	\$ 1.89	\$ 0.94	\$ 0.33
Effective Tax Rate	25.6%	8.2%	22.7%	20.7%	67.2%	84.0%
Operating Cash Flow	326.8	259.9	737.0	511.1	428.0	424.4
U.S. GAAP Net earnings from Cont. Ops.	137.5	124.4	484.1	293.7	150.3	62.8
Interest expense, net	43.7	47.5	174.4	184.1	177.9	184.2
Income tax provision	47.4	11.1	142.1	76.6	307.5	330.5
Depreciation and amortization, net of adjustments	55.4	53.1	216.5	184.5	159.0	158.3
<i>Special items</i>						
Restructuring charges	(0.7)	(1.7)	11.0	41.9	47.8	12.1
Other restructuring associated costs	4.5	9.5	19.5	60.3	15.8	14.3
FX loss on high inflationary economies	1.5	1.2	4.7	4.6	2.5	-
Loss on debt redemption and refinancing activities	-	16.1	-	16.1	1.9	-
Increase in fair value of equity investments	(15.1)	-	(15.1)	-	-	-
Novipax settlement agreement	-	-	-	59.0	-	-
Acquisitions and divestitures charges	2.0	5.7	7.1	14.9	34.2	84.1
Other Special Items	2.5	4.3	6.8	29.1	(7.4)	(13.0)
Pre-tax impact of Special Items	(5.3)	35.1	34.0	225.9	94.8	97.5
<b>Non-U.S. GAAP Adj EBITDA from Cont. Ops.</b>	<b>278.7</b>	<b>271.2</b>	<b>1,051.1</b>	<b>964.8</b>	<b>889.5</b>	<b>833.3</b>

# ROIC Calculation FY 2020

(\$M, except tax rate data)		Year Ended Dec. 31, 2020	
Adjusted EBITDA (Non-GAAP)		1,051	
Less: Depreciation and Amortization		<u>(217)</u>	
Adjusted Operating Profit		835	
Adjusted Tax Rate (Non-GAAP) <sup>1</sup>		24.5%	
Tax on Adjusted Operating Profit		<u>(205)</u>	
<b>Net Adjusted Operating Profit After Tax</b>		<b>630</b>	
		Average:	
	Q4 '19	Q4 '20	'19 & '20
Book value of Equity (Total Stockholders' (Deficit) Equity)	(196)	172	(12)
Current and Long-Term Debt and Op. Leases <sup>2</sup>	3,906	3,838	3,872
Other Long-Term Liabilities (Deferred taxes; Other non-current liabilities)	761	759	760
Less: Non-Operating Assets (Cash/equivalents; Marketable Securities; Current Assets Held for Sale)	<u>(279)</u>	<u>(549)</u>	<u>(414)</u>
<b>Total Capital</b>	<b>4,191</b>	<b>4,221</b>	<b>4,206</b>
<b>Return on Invested Capital</b>		<b>15%</b>	

<sup>1</sup> Refer to previous slide for reconciliation of Adjusted Tax Rate

<sup>2</sup> Balance includes Short-term borrowings, Long-term Debt (Current and non-current); and Operating Lease Liabilities (Current and Non-current)