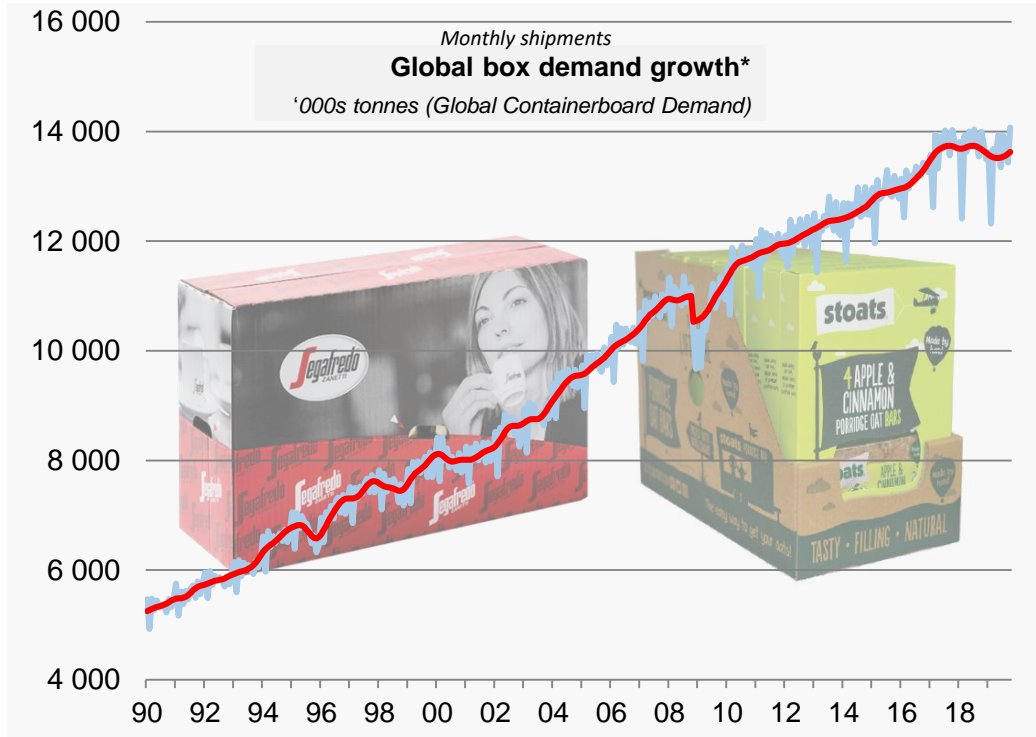


Leading.  
Innovating.  
Delivering.



# Leading in a Long-term Growth Industry



Executing Strategy



Unique Performance Culture



Business Model



Track Record of Performance



Leader in a Growth Industry

\*Source Numera Analytics January 2020, using global containerboard demand as a proxy for corrugated demand

# Leading Packaging partner of choice

## Strong secular drivers

Sustainable Packaging



e-Commerce



Discount retailer growth



## SKG delivering an unrivalled market offering

Smurfit Kappa  
**Better Planet  
Packaging**

SupplySmart  
ShelfSmart  
eSmart



Global Experience Centres

MachineSystems  
Largest manufacturer  
in the industry

# Leading in Sustainability

A circular business, naturally



MSCI



FTSE4Good



- ▶ A circular business, naturally
- ▶ Delivering on our targets, setting new ones
- ▶ Leading position in 3<sup>rd</sup> party ESG ratings
- ▶ 13 years of publishing our sustainability reports



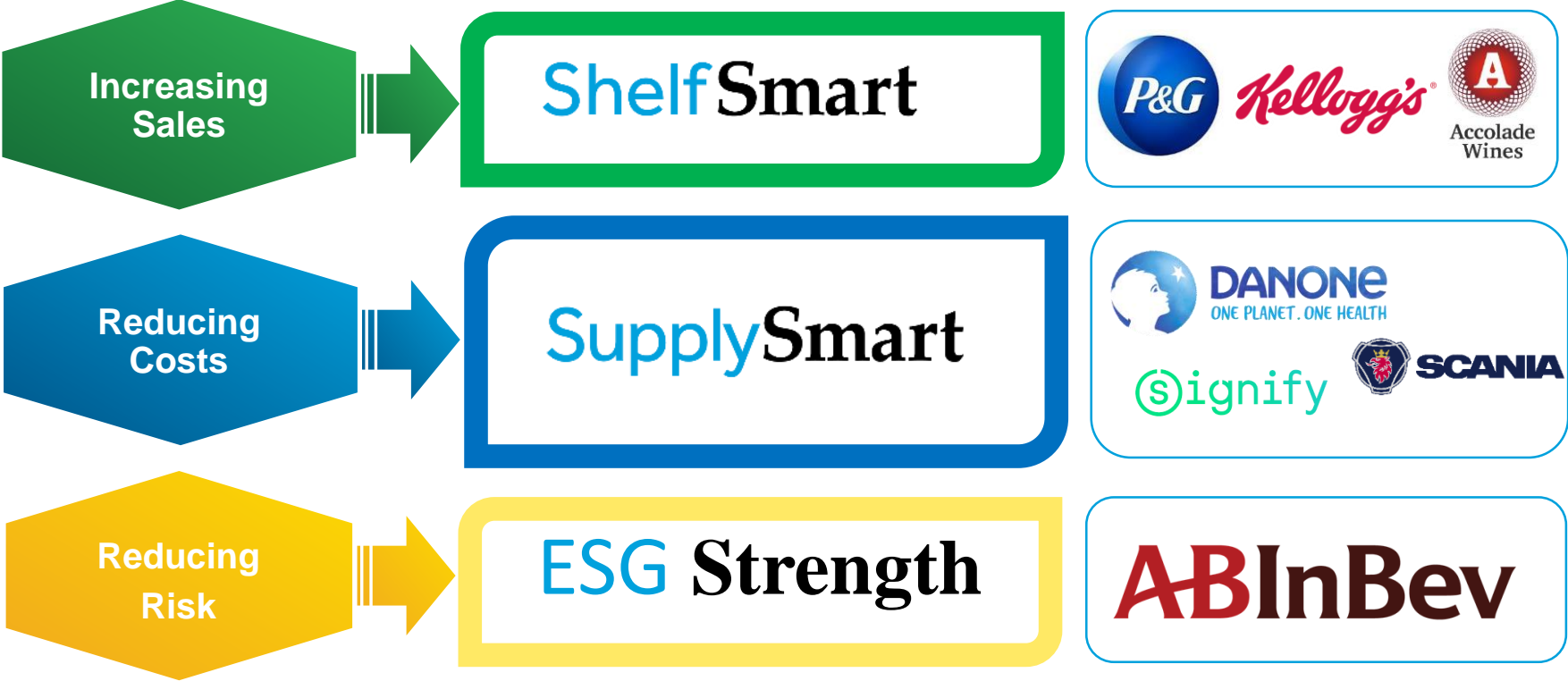
6+

Million Tonnes of  
recovered fibre  
recycled per annum

# Innovating Global network of 27 experience centres

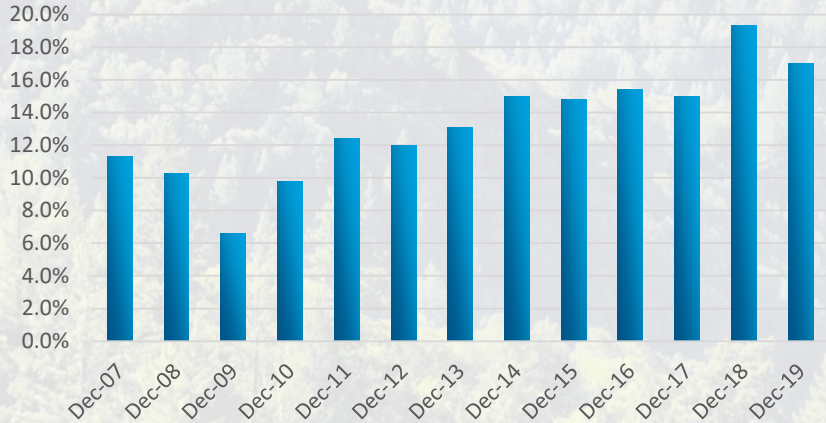


# Innovating to deliver solutions to our customers

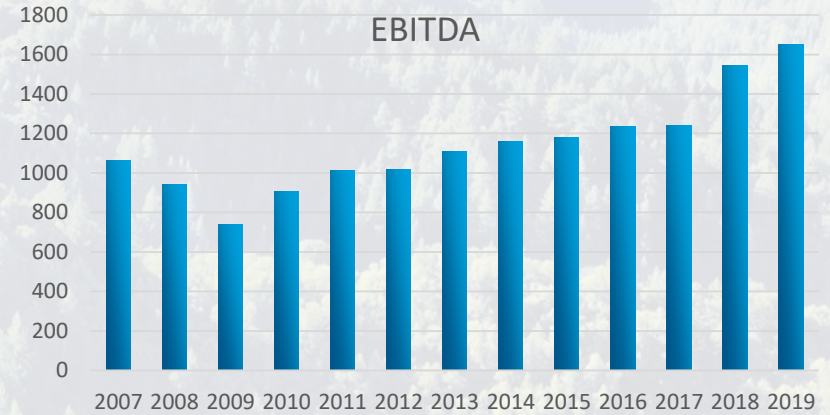


# Delivering Progressively Superior Returns

## Improving ROCE % Profile

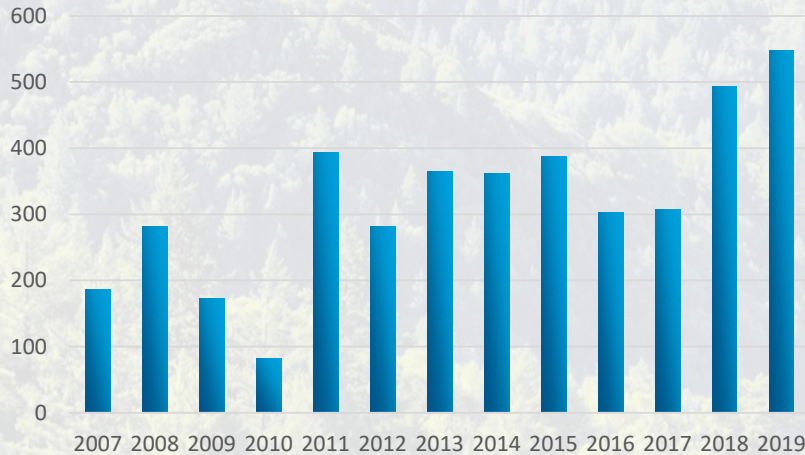


## EBITDA delivery (€m)



# Delivering Resilient Free Cash Flow Generation

## Free Cash Flow (€m)



## Net debt / EBITDA





# Delivering through the integrated model



Delivering quality earnings through the cycle



Two profit margins (paper and box) are a key part of our performance culture



Access to higher margins and returns in containerboard production



Significantly less volatility in earnings



Secure raw material sourcing and operational optimisation between operations

## EBITDA Margin %

