Leading. Innovating. Delivering.
Leading in a Long-term 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
- MachineSystems
- 27 Global Experience Centres
- Largest manufacturer in the industry
Leading in Sustainability
A circular business, naturally

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

Million Tonnes of recovered fibre recycled per annum
Innovating Global network of 27 experience centres
Innovating to deliver solutions to our customers

- Increasing Sales
- Reducing Costs
- Reducing Risk

- ShelfSmart
- SupplySmart
- ESG Strength

- Collaborating with leading companies: P&G, Kellogg’s, Accolade Wines, Danone, Signify, Scania, and A&BlInBev.
Delivering Progressively Superior Returns

**Improving ROCE % Profile**

<table>
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<tr>
<th>Year</th>
<th>ROCE %</th>
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<tbody>
<tr>
<td>Dec-07</td>
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<tr>
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**EBITDA delivery (€m)**

- **EBITDA**
  - 2007: 1000
  - 2008: 1200
  - 2009: 1400
  - 2010: 1600
  - 2011: 1800
  - 2012: 2000
  - 2013: 2200
  - 2014: 2400
  - 2015: 2600
  - 2016: 2800
  - 2017: 3000
  - 2018: 3200
  - 2019: 3400
Delivering Resilient Free Cash Flow Generation
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 %**

![Graph showing EBITDA Margin % from FY07 to FY19](image-url)