Graphic Packaging Holding Company Investor Day / 4Q and Full Year 2021 Earnings



February 17, 2022

Michael P. Doss

President and Chief Executive Officer Stephen R. Scherger

Executive Vice President and Chief Financial Officer

Ricardo De Genova

Senior Vice President, Global Innovation and New Business



TODAY'S SPEAKERS



Michael P. Doss

President and
Chief Executive Officer



Stephen R. Scherger

Executive Vice President and Chief Financial Officer



Ricardo De Genova
Senior Vice President, Global
Innovation and New Business



Melanie S. Skijus

Vice President,
Investor Relations



FORWARD LOOKING STATEMENTS

CAUTIONARY STATEMENT REGARDING FORWARD-LOOKING STATEMENTS

Any statements of the Company's expectations in these slides, including, but not limited to, guidance regarding net sales and European sales, EBITDA and cash flow (and the components thereof), adjusted earnings per share, CRB capacity and the effect of the CRB optimization project, capital expenditures, interest expense, taxes, working capital changes and pension contributions, effects of price actions in 2022, and pension expense, depreciation and amortization, and future levels of paperboard integration; as well as targeted reductions in water usage, energy consumption, greenhouse gases and low-density polyethylene usage constitute "forward-looking statements" as defined in the Private Securities Litigation Reform Act of 1995. Such statements are based on currently available operating, financial and competitive information and are subject to various risks and uncertainties that could cause actual results to differ materially from the Company's historical experience and its present expectations. These risks and uncertainties include, but are not limited to, inflation of and volatility in raw material and energy costs, changes in consumer buying habits and product preferences, competition with other paperboard manufacturers and product substitution, the Company's ability to implement its business strategies, including strategic acquisitions, productivity initiatives, cost reduction plans and integration activities, currency movements and other risks of conducting business internationally, and the impact of regulatory and litigation matters, including those that could impact the Company's ability to utilize its net operating losses to offset taxable income and those that impact the Company's ability to protect and use its intellectual property. Undue reliance should not be placed on such forward-looking statements, as such statements speak only as of the date on which they are made and the Company undertakes no obligation to update such statements, except as may be required by law. Additional information regardi

NON-GAAP FINANCIAL MEASURES

This presentation includes certain financial measures that exclude or adjust for charges or income associated with business combinations, facility shutdowns, extended mill outages, sales of assets and other special charges or income. The Company's management believes that the presentation of these financial measures provides useful information to investors because these measures are regularly used by management in assessing the Company's performance. These financial measures are not calculated in accordance with generally accepted accounting principles in the United States ("GAAP") and should be considered in addition to results prepared in accordance with GAAP, but should not be considered substitutes for or superior to GAAP results. In addition, these non-GAAP financial measures may not be comparable to similarly-titled measures utilized by other companies, since such other companies may not calculate such measure in the same manner as we do. A reconciliation of these measures to the most relevant GAAP measure can be found in the Company's earnings press releases.



GRAPHIC PACKAGING TODAY











72%
INTEGRATED
ON 3 MAJOR
PAPERBOARD
GRADES
CUK|CRB|SBS



LOCATIONS WORLDWIDE





VERTICALLY 106 CONVERTING PLANTS

NETWORK

PAPERBOARD MILLS



AGENDA

Our Company Today

2021 Results

2022 Guidance

Vision 2025 – Increasing Our Goals

- Sustainability Supported Organic Growth
- Productivity Driven Margin Improvement
- People and Planet Focused Culture
- Superior Returns and Value Creation



RUNNING A DIFFERENT RACE – COMPELLING INVESTMENT CASE

LEADING integrated global fiber-based consumer packaging company

ADVANCED innovation capabilities, diversified market segments, and sustainable packaging offerings provide runway for organic growth

COMPETITIVELY advantaged with lowest-cost operations, highest-quality fiber-based packaging solutions

VERTICALLY integrated and scaled model drives operating efficiencies, optimization and responsive customer service

POWERFUL cash flow engine supports continued investment for expansion and sustainably-achieved, profitable growth

PROVEN track record of strategic and balanced capital allocation to strengthen business and deliver returns for stakeholders



FIBER-BASED PACKAGING ACTIVELY SUPPORTS THE MOVE TO A CIRCULAR ECONOMY

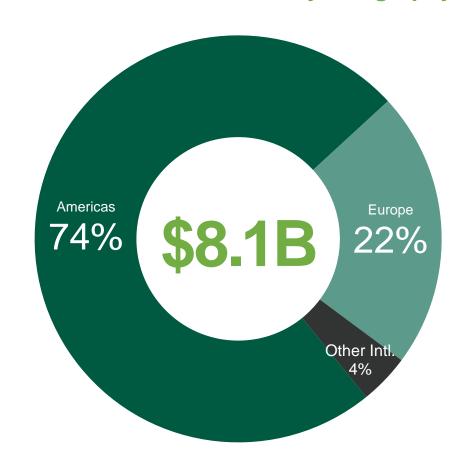




WORLD'S LARGEST INTEGRATED, FIBER-BASED CONSUMER PACKAGING COMPANY

2021 Pro Forma Sales by Geography

Americas #1 #1 Market share in fiber-Producer of based consumer **CRB** and **CUK** packaging #2 63 Producer of Converting SBS plants 8 ~17,500 Mills **Employees**



Europe and Rest of World



43
Converting plants

~7,900 Employees



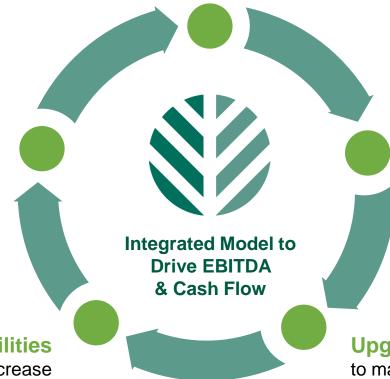
INTEGRATED OPERATING MODEL DRIVES LONG-TERM VALUE CREATION

Grow Converting Volume

to deliver top-line growth and increase integration rates

Invest in New Product Innovation

to create competitive advantage and capture growth opportunities



Fill the Mills

to maintain high operating rates and provide security of supply

Enhance Business Capabilities

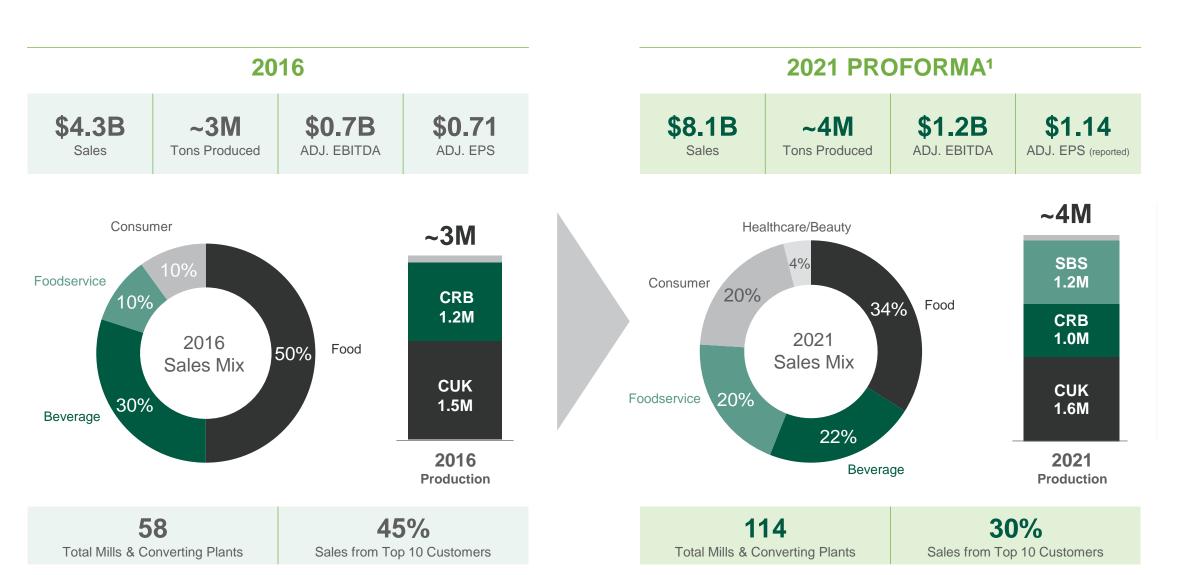
to better serve customers, increase organizational efficiency and effectiveness and be an employer of choice

Upgrade Mills and Converting Assets

to maintain safety, increase capacity, improve quality, reduce costs and achieve sustainability objectives



TRANSFORMED BUSINESS AND ADVANCED LEADERSHIP POSITION OVER LAST FIVE YEARS





ACQUISITION TRANSFORMS BUSINESS IN EUROPE; POSITIONED AS CLEAR LEADER

2021

~\$800M European

Sales

550K Tons Consumed

14 Converting Plants

2022 and Beyond

~\$2,000M

European Sales

1,000K

Tons Consumed 37

Converting Plants







SERVING THE WORLD'S BEST CUSTOMERS IN FIVE GROWING MARKET SEGMENTS

Segment

% of Portfolio

FOOD





























20%













CONSUMER













HEALTHCARE & BEAUTY















FOOD SEGMENT EXPANDING CATEGORY AND CHANNEL PENETRATION



Multi-Channel



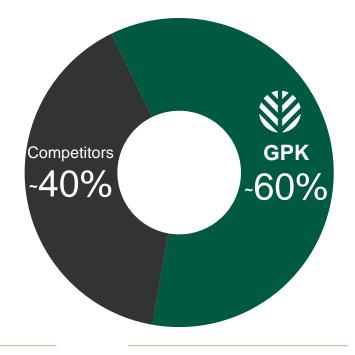






CLEAR LEADER IN GLOBAL FIBER-BASED BEVERAGE PACKAGING; INNOVATION DRIVEN GROWTH TRAJECTORY

#1 Share in Large and Growing Global Fiber-Based Beverage Markets¹



Beverage Winning Formula

- Long-standing relationships with demonstrated ability to service the needs of global beverage companies
- High-speed machinery development and installation secure long-term customer relationships
- Patented innovations differentiated from competition
- Low-cost, global converting network
- World's largest CUK manufacturer

Baskets





Wraps





Fully Enclosed





Clips







FOODSERVICE SEGMENT FOCUSED ON GROWING QUICK SERVICE RESTAURANT SEGMENT; PRODUCE 30% OF ALL PAPER CUPS IN THE U.S.













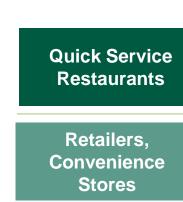
















Fiber-Based

Packaging Market Size

\$3.5B



Industry

Growth Rate

5%

% GPK

Portfolio

75%

Business, Education. Industrial



\$0.2B



5%

Travel, Leisure, **Entertainment**



\$0.2B



10%

Full-Service Restaurants



\$0.2B



5%

CONSUMER PACKAGING BUSINESS IS DIVERSE, GLOBAL AND GROWING

Filter Frames & Automotive













Petcare











Other Consumer Categories













NEW HEALTHCARE & BEAUTY SEGMENT REPRESENTS A SIGNIFICANT GROWTH OPPORTUNITY IN A \$7B FIBER-BASED PACKAGING MARKET

Suite of Packaging Solutions

- **Healthcare:** OTC¹, Medical Devices & Diagnostics, Animal Health
- Beauty: Perfume, Skincare, Haircare













Key Financials / Market

- \$7B Healthcare & Beauty fiber-based packaging market in North America and EMEA²
- Mid-single digit annual sector growth rates²
- #4 player in Europe >\$250M in sales
- 13 manufacturing plants across nine countries serving Healthcare & Beauty customers
- Customers: Bayer, J&J, Novartis, Mölnlycke, L'Oreal, P&G, Coty, Colgate, Abbott Labs, Hollister



DIVERSE, EXPERIENCED LEADERSHIP TEAM



Michael P. Doss

President and Chief Executive Officer



Stephen R. Scherger
Executive Vice President and Chief
Financial Officer



Kaeko Gondo Senior Vice President, Asia Pacific



Lauren S. Tashma
Executive Vice President, General
Counsel and Secretary



Vish M. Narendra
Senior Vice President and Chief
Information Officer



Ricardo De Genova
Senior Vice President, Global Innovation and
New Business Development



Brian C. Davison
Senior Vice President Corporate
Strategy and Development



Maggie K. Bidlingmaier Executive Vice President and President, Americas



Joseph P. Yost Executive Vice President and President, International



Michael J. Farrell
Executive Vice President, Mills Division



Richard L. McLeod Senior Vice President, Supply Chain



AGENDA

Our Company Today

2021 Results

2022 Guidance

Vision 2025 – Increasing Our Goals

- Sustainability Supported Organic Growth
- Productivity Driven Margin Improvement
- People and Planet Focused Culture
- Superior Returns and Value Creation



2021 HIGHLIGHTS

Financial Results

- Net organic sales increased 2% y/y
- 3% 2-Year CAGR 2019 2021, 2% 3-Year CAGR 2018 2021
- Adj EBITDA of \$1.056B positively impacted by \$150M of favorable pricing, \$72M of volume/mix, and \$144M of net performance; offset by \$330M of commodity input cost inflation and \$56M of labor/benefits/other inflation

Operational Results

- Executed price actions successfully with ~\$850M to be recognized over 2021 and 2022
- Increased paperboard integration rate to 72% in 2021 from 70% in 2020, and 68% in 2019

Capital Allocation

- Began commissioning the world's lowest-cost and highest-quality coated recycled paperboard production capabilities at the Kalamazoo, Michigan campus
- Acquired AR Packaging and Americantly expanding geographies, markets and the product footprint
- Successfully exited IP partnership, creating value for all stakeholders
- Returned >\$1 billion to stakeholders over 2020 2021 in dividends, distributions, redemptions and share repurchases



Q4 AND FULL YEAR 2021 SUMMARY

Financial Performance

- Q4 net sales \$2.0B, up 20% y/y
 - Food, Beverage & Consumer sales up 21% y/y (up 3% before acquisitions)
 - Foodservice sales up 16% y/y
- Q4 pricing favorable \$86M and net commodity input cost inflation of \$142M; \$56M negative price/cost dislocation for the quarter
- Q4 net performance of \$37M driven by cost efficiencies, benefits from capital projects and synergy capture
- Q4 Adj. EBITDA \$285M, up 7% y/y
- Q4 Adj. EPS \$0.31, up 11% y/y

Markets & Operations

- 2% y/y net organic sales growth for the 4Q and full-year 2021
 - Organic sales growth driven by conversions to innovative fiberbased packaging solutions, athome food and beverage consumption, and recovery in foodservice
- AF&PA Q4 operating rate 93% for SBS, 96% for CRB; GPK Q4 CUK operating rate 95%+
- Industry full year total production +2% y/y
- Backlogs at 6+ weeks for SBS, 8+ weeks for CUK and 10+ weeks for CRB

Capital Allocation

- Returned \$242M to stakeholders in 2021
 - \$92M in dividends and partnership distributions
- \$150M in the IP partnership monetization
- Invested \$214M and \$802M in capital expenditures in Q4 and 2021, respectively, to support strategic investments
- Significant liquidity of \$1.3B; borrowing effectively and maintaining ample balance sheet flexibility
- Year-end pro-forma net leverage ratio¹ of 4.6x



FOURTH QUARTER 2021 FINANCIAL RESULTS

(\$s in Millions) excl. EPS	Q4 2021	Q4 2020	% Chg
Net Sales	\$1,988	\$1,652	20%
Adj. EBITDA	\$285	\$265	7%
Adj. EBITDA Margin	14.3%	16.0%	-170bps
Adj. EPS	\$0.31	\$0.28	11%

Highlights

- Net Sales up 20% y/y
 - Net Organic Sales¹ up 2% y/y
- Adjusted EBITDA \$285M, up 7% y/y
- \$86M positive price
- \$58M volume/mix
- \$37M favorable net performance
- (\$142M) commodity input cost inflation
- Adjusted EPS \$0.31, up 11% y/y



FULL YEAR 2021 FINANCIAL RESULTS

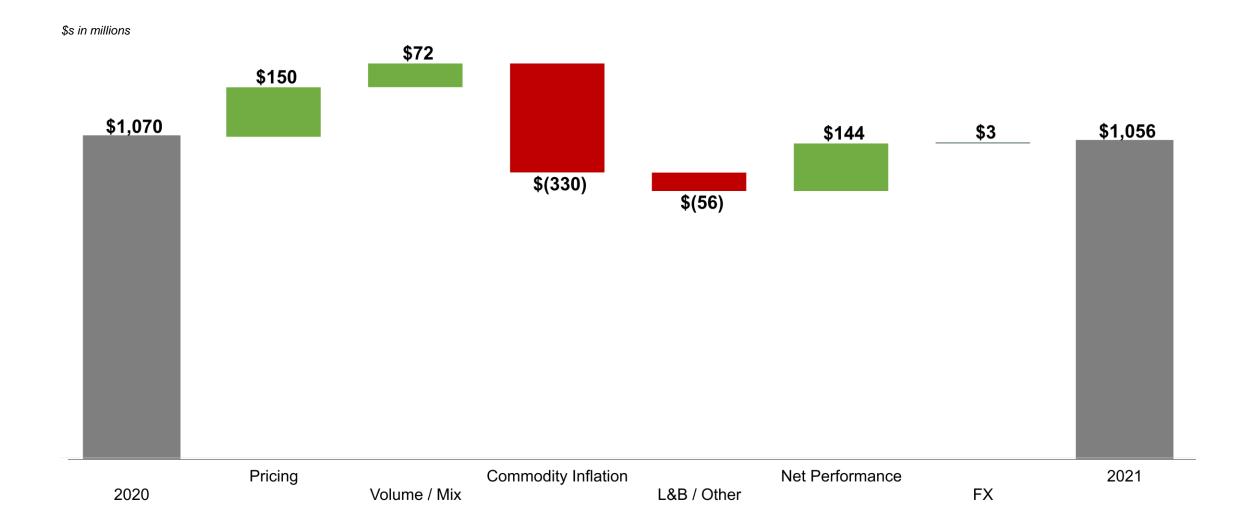
(\$s in Millions) excl. EPS	2021	2020	% Chg
Net Sales	\$7,156	\$6,560	+9%
Adj. EBITDA	\$1,056	\$1,070	-1%
Adj. EBITDA Margin	14.8%	16.3%	-150bps
Adj. EPS	\$1.14	\$1.12	+2%
Global Liquidity	\$1,288	\$1,717	-25%
Integration Rate ¹	72%	70%	+200bps

Highlights

- Net Sales \$7,156M, up 9% y/y
 - Net Organic Sales² up 2% y/y
- Adj EBITDA \$1,056M, -1% y/y
 - \$150M positive price
 - \$72M volume/mix
 - \$144M favorable net performance
 - (\$330M) commodity input cost inflation
- \$1.3B in Global Liquidity
- Integration rate up 200bps to 72%



2021 ADJUSTED EBITDA PERFORMANCE





AGENDA

Our Company Today

2021 Results

2022 Guidance

Vision 2025 – Increasing Our Goals

- Sustainability Supported Organic Growth
- Productivity Driven Margin Improvement
- People and Planet Focused Culture
- Superior Returns and Value Creation



2022 ADJUSTED EBITDA, CASH FLOW AND YEAR-END LEVERAGE GUIDANCE SIGNIFICANT STEP UP IN EBITDA AND CASH FLOW, RAPID LEVERAGE REDUCTION

Adjusted EBITDA \$1,400M - \$1,600M

EBITDA Components

Volume/Mix ¹	\$160M - \$180M
Net Performance ²	\$80M - \$120M
L&B / Other Inflation ³	(\$90M - \$70M)
FX	(\$40M - \$0M)
Price to Commodity Input Cost Spread	\$200M - \$400M

Sales ~\$9B

Adjusted Cash Flow \$600M - \$800M

Cash Flow Components

Adjusted EBITDA	\$1,400M - \$1,600M
Cap Ex	(\$450M)
Cash Interest ⁴	(\$180M - \$160M)
Taxes	(\$80M - \$60M)
Working Capital	(\$120M - \$100M)
Pension	(\$20M - \$10M)

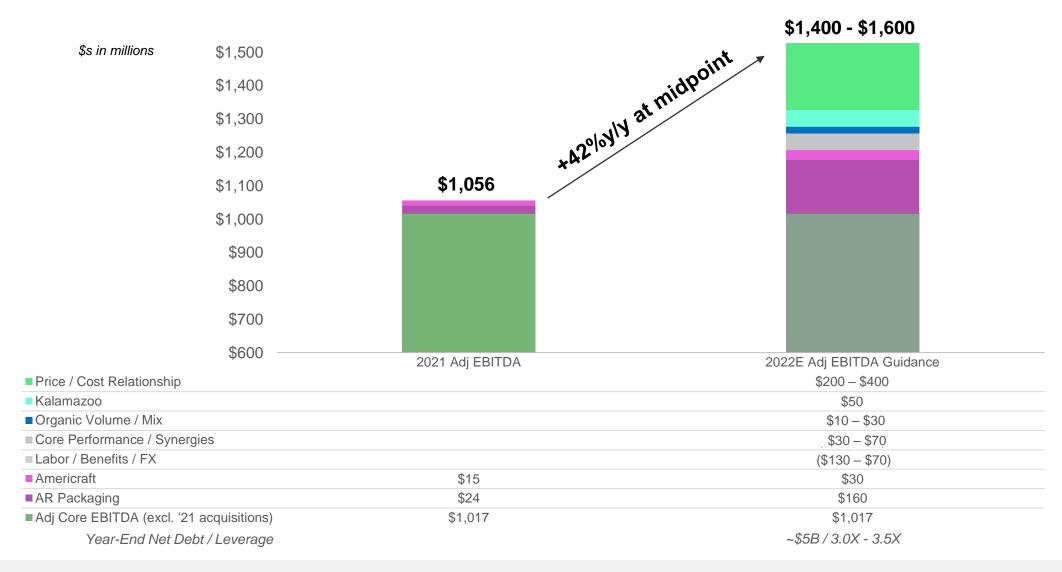
Year-End Leverage

$$\frac{\text{Net Debt}}{\text{Adj EBITDA}} = \frac{\text{~$5B}}{\$1.4B - \$1.6B} = 3.0x - 3.5x$$



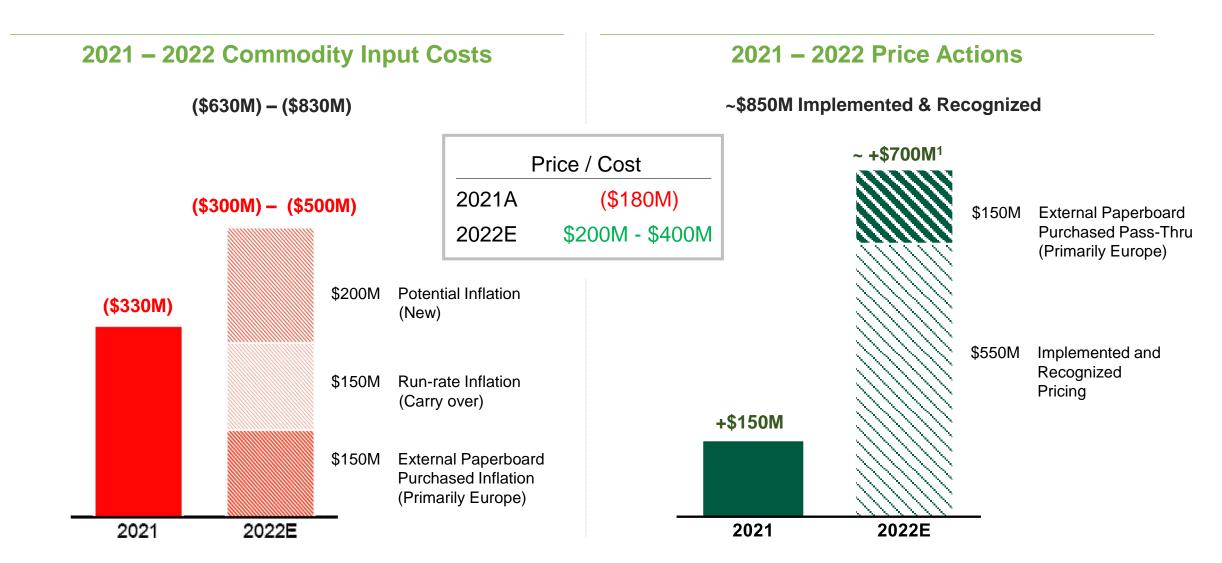
⁽⁴⁾ Expected to be ~\$10M below interest expense

2022 EBITDA GUIDANCE \$1,400M - \$1,600M, RESULTING SIGNIFICANT CASH FLOW DRIVES YEAR-END LEVERAGE TO A RANGE OF 3.0X TO 3.5X, BETTER THAN INITIAL PROJECTIONS





~\$850M IN PRICE ACTIONS IMPLEMENTED AND RECOGNIZED OVER THE 2021–2022 TIMEFRAME, OFFSETTING COMMODITY INPUT COST INFLATION





2022 ADJUSTED EPS AND ADJUSTED EPS EXCLUDING AMORTIZATION GUIDANCE

(\$s in Millions) excl. EPS	Adjusted EPS	Adjusted EPS (excl Amort.)
Adjusted EBITDA	\$1,400 - \$1,600	\$1,400 - \$1,600
Depreciation	(480)	(480)
Est. Amortization ¹	(100)	(15)
Adjusted EBIT	\$820 - \$1,020	\$905 – \$1,105
Interest Expense (midpoint)	(180)	(180)
Adjusted EBT	\$640 – \$840	\$725 – \$925
Taxes (25% midpoint)	(160 – 210)	(180 – 230)
Earnings after Taxes	\$480 – \$630	\$545 – \$695
Share Count (M) ²	307	307
Adjusted EPS	\$1.55 – \$2.05	\$1.75 – \$2.25



AGENDA



2021 Results

2022 Guidance

Vision 2025 – Increasing Our Goals

- Sustainability Supported Organic Growth
- Productivity Driven Margin Improvement
- Planet and People Focused Culture
- Superior Returns and Value Creation



ORIGINAL VISION 2025 - ESTABLISHED SEPTEMBER 26, 2019



GROW WITH THE BEST CUSTOMERS IN THE BEST MARKETS



#1 paperboard market share in North America and Europe



100 - 200 bps/year sustainability supported, organic growth



\$400M - \$700M net new product sales 2020-2025 included in organic growth



Strategic, high return M&A



\$400M - \$500M in productivity 2020-2025 to drive margin growth



GENERATE SUPERIOR RETURNS

	2019 Est. on 9-26-19	Vision 2025
Paperboard Integration	68%	80% - 90%
Sales	~\$6.2B	~\$10B
ADJ EBITDA Margin	~16.6%	18% – 20%
ROIC	~8%	10% – 12%
ADJ EPS	\$0.85	\$2.00+
Normalized Cap Ex (% of Sales)	5%	5%



LEVERAGE INDUSTRY LEADING SUSTAINABILITY PROFILE, REDUCING IMPACT ON THE ENVIRONMENT



Reduce water intensity by 15%



Reduce energy intensity by 15%



Reduce green house gas intensity by 15%



Reduce LDPE usage by 40%



100% of sales from recyclable products



ENGAGE EMPLOYEES IN A HIGH-PERFORMANCE CULTURE



Top quartile engagement scores



Reduce LTIR from 0.3 to 0.2 (Safety)



Play on a winning team



GPI University 30 hours of training per employee, per year



Attract and retain the right talent





INCREASING VISION 2025 GOALS – GENERATE SUPERIOR RETURNS

Original 2019 Goals vs. Today

	Vision 2025 September 2019	Vision 2025 Updated February 2022
Paperboard Integration	80 – 90%	90%+
Sales	~\$10B	\$10B – \$12B
Adjusted EBITDA Margins	18% – 20%	~20%
ROIC	10% – 12%	10% – 12%
Adjusted EPS	\$2.00	\$3.00+
Adjusted EPS (excluding amortization) ¹	-	\$3.25+
Capex (% of sales)	5%	5% – 7%



ORIGINAL VISION 2025 – ACHIEVEMENTS TO DATE

Partners

Grow with the best customers in the best markets

Vision 2025



Progress

#1 paperboard market share in North America & Europe

#1 in fiber-based consumer packaging in North America and Europe following ARP acquisition



100 – 200 bps per year organic growth

300 bps, or **3%, 2-year organic** growth CAGR (2020 – 2021)



\$400M – \$700M net new product sales 2020 – 2025 included in organic growth **\$275M** in net new product sales 2020 – 2021



Strategic, high return M&A

Quad, Greif, Americraft and AR Packaging acquisitions, all meeting or exceeding financial commitments



\$400M **–** \$500M in productivity 2020-2025 to drive margin growth

\$185M in productivity 2020 – 2021; **K2 producing commercial CRB**, first \$50M in incremental EBITDA expected in 2022



AGENDA



2021 Results

2022 Guidance

Vision 2025 – Increasing Our Goals

- **Sustainability Supported Organic Growth**
- Productivity Driven Margin Improvement
- People and Planet Focused Culture
- Superior Returns and Value Creation



STRONG CAPABILITIES AND INVESTMENT TO SUPPORT CUSTOMER-CENTRIC INNOVATION

8

Centers of Excellence

120+

Employees



4 Disciplines

Marketing
R&D
Creative & Structural Design
Business Development

2,700+

Active Patents



Fiber Supply



Board Production



Innovation & Design



Carton & Cup
Converting



Machinery Engineering



Packaging Solutions

A Fiber-to-Consumer Approach To Innovation



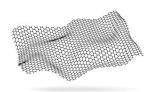
ACQUISITION BOLSTERS INNOVATION ENGINE, ENABLES LARGER INVESTMENT IN R&D TO SUPPORT CUSTOMERS WORLDWIDE AND DRIVES ORGANIC GROWTH







COMBINED INNOVATION CAPABILITIES FOR A LARGER MARKET



Material Science



Multi-Pack



Microwave Technology



Container Forming



Sealing Machinery Systems



Premiumization



Tray Forming and Sealing



Excellence



MAP Trays and Barrier Materials



Molded Fiber Capabilities



Flexible Material



Child Resistant Packaging



INNOVATION CENTERED ON UNDERLYING CONSUMER SENTIMENT AND GLOBAL TRENDS HAVING THE GREATEST IMPACT ON FIBER-BASED PACKAGING

THE WALL STREET JOURNAL.

Consumer Brands Seek Ways to Make Paper Mimic Plastic



Government of Canada

Government of Canada moving forward with banning harmful single-use plastics

Forbes

Empowered Consumers Call For Sustainability Transformation



Plastic packaging: Industry can and should go further than government mandates



France bans plastic packaging for fruit and vegetables



Global treaty to regulate plastic pollution gains momentum



Bold single-use plastic ban kicks Europe's plastic purge into high gear



Plastic Packaging Bans Proliferate in New Year

Bloomberg

World's Biggest Producer of Plastic to Curtail its Use



INCREASING TOTAL ADDRESSABLE MARKET AGAIN FROM \$7.5 BILLION TO \$9 BILLION DRIVEN BY NEW CAPABILITIES IN PLASTIC SUBSTITUTION

\$9B Addressable Market

Plastic Substitution Cups and Cartons Multi-Packs Food Trays (non-cooking) Canisters





Platform Enablers: Design & Premiumization













MULTI-PACK TECHNOLOGIES PROVIDE SOLUTIONS TO ELIMINATE SHRINK WRAP AND PLASTIC RINGS IN BEVERAGE PACKAGING

OLD WAY

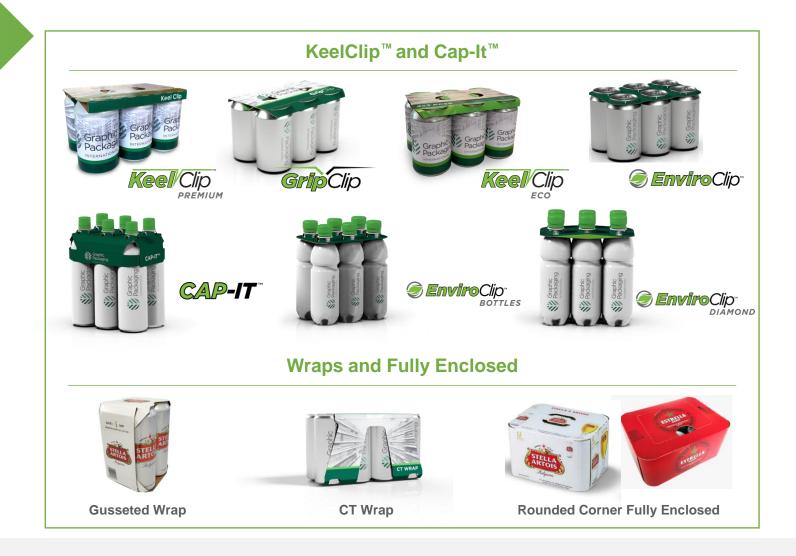
NEW WAY

Shrink Film



Plastic Rings







PRODUCEPACK™ AND PAPERSEAL™ PROVIDE SOLUTIONS FOR SUSTAINABLE PACKAGING AT THE PERIMETER OF THE STORE

OLD WAY

NEW WAY

Plastic Trays and Punnets



Foam Trays







BARRIER AND INSULATION TECHNOLOGIES PROVIDE SUSTAINABLE SOLUTIONS FOR PLASTIC AND FOAM CUPS AND CARTONS

OLD WAY

NEW WAY

Clear Plastic Containers and Cups



Foam Cups and Clamshells







STRENGTH PACKAGING TECHNOLOGIES PROVIDE OMNI CHANNEL SOLUTIONS WITH SUSTAINABLE STRUCTURES THAT ARE STURDY AND BRAND ENHANCING

OLD WAY

NEW WAY

Plastic Sacks



Plastic Bags





COOKING SOLUTIONS TECHNOLOGIES SUPPORT THE FAST-GROWING MICROWAVE FROZEN **FOODS CATEGORY**

Frozen Food Category is Strong and Growing

+4%

Unit Sales Growth in 2021*





INNOVATIONS AND DESIGNS CONSISTENTLY RECOGNIZED BY THE GLOBAL PACKAGING COMMUNITY WITH MORE THAN 40 PRESTIGIOUS AWARDS IN 2021













PaperSeal®

ECEA Save the Planet Award
PPC Excellence Award in Sustainability
Good Design Award
WorldStar Award



BelleHarvest Apple Carton

AmeriStar Award
PPC Excellence Award in Sustainability
WorldStar Award



























IMPORTANTLY, INNOVATION PLATFORMS PROVIDE A DEEP PIPELINE FOR FUTURE GROWTH

PLATFORM

NEW

NEXT

Multi-Packs



(Gen 2)

















TopClip[™]

Cups & Cartons



Double-Wall Insulated Cup



OptiCycle[™] (Non-PE Coated)



Dual Purpose (Hot and Cold)



ECONOPAX™
(High End To-Go Containers)



Bakery & Confectionary



OptiCycle™ Next Gen



Plastic Free Grease Resistant



Retail Cups & Ice Cream

Food Trays (non cooking)



PaperSeal[™] Slice



PaperSealTM Wedge



PaperSealTM Pasta



ProducePack[™] Fruit Pack



ProducePack[™] Punnet



™ PaperSeal™ Snack



PaperSealTM Reseal



PaperSeal[™] Sandwich



Punnets

Strength Packaging & Cooking Solutions



Omnichannel Solutions



Shelf-Ready Solutions



Microwavable Pressed Bowl



Quilt Wave™



PaperSealTM Cook (Dual Ovenable)



PET Free Pressed Bowls & Trays



AGENDA



2021 Results

2022 Guidance

Vision 2025 – Increasing Our Goals

- Sustainability Supported Organic Growth
- **Productivity Driven Margin Improvement**
- People and Planet Focused Culture
- Superior Returns and Value Creation



\$50-70M IN ANNUALIZED PRODUCTIVITY ACHIEVABLE OVER THE VISION 2025 TIME HORIZON











INVESTMENT IN THE WORLD'S LOWEST-COST AND HIGHEST-QUALITY COATED RECYCLED BOARD CAMPUS IS COMPLETE AND PRODUCING PAPERBOARD

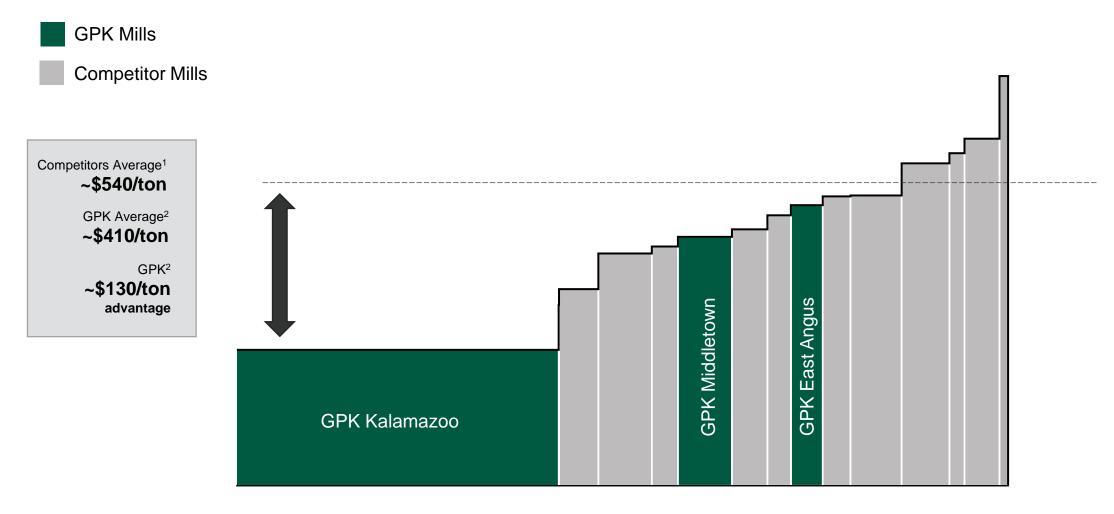


Highlights

- K2 line running; producing commercial board; ramp up on schedule
- \$130M projected benefit to EBITDA
 - ~\$50M in 2022
 - ~\$50M in 2023
 - ~\$30M in 2024
- Extending leadership in CRB
 - Capacity to support growth
 - Internalizing paperboard currently purchased externally
 - Lowest cost to produce
 - Lowest basis weight and caliper profile in North America
 - Highest quality CRB sheet in the market
 - Enhanced sustainability profile



REDEFINING LEADERSHIP IN THE INDUSTRY WITH UNMATCHED CRB COST STRUCTURE



Proforma U.S. and Canada CRB Capacity = ~2.4MT



240K TONS OF INCREMENTAL CRB/URB DEMAND DRIVEN BY ACQUISTION INTEGRATION, SUBSTRATE OPTIMIZATION, INTERNALIZATION AND NEW PRODUCT DEVELOPMENT



ACQUISITION INTEGRATION 100K+



Sack to Cube

SUBSTRATE **OPTIMIZATION 50K+**

240K+ Tons of Incremental **CRB/URB Demand Growth**

NEW PRODUCT DEVELOPMENT 60K+



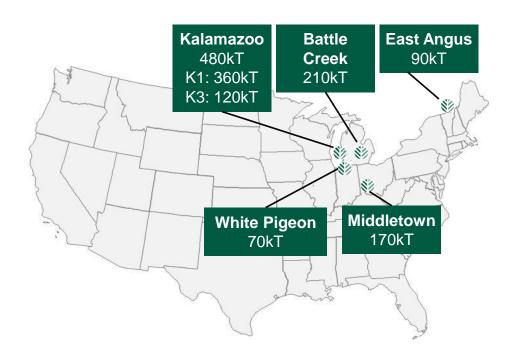
INTERNALIZE EXTERNAL URB PURCHASES 30K+





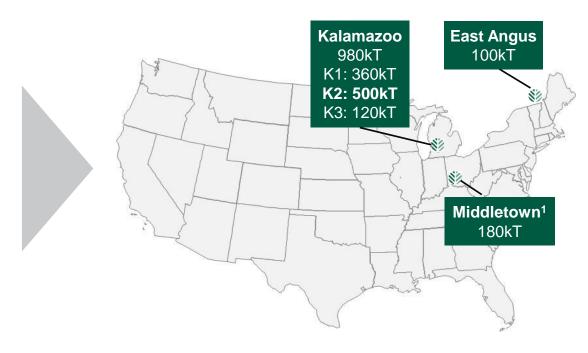
CRB PLATFORM OPTIMIZATION PROJECT UPDATED TO SUPPORT INCREMENTAL GPK DEMAND

2019 CRB Mill System



~1,020kT **Total CRB capacity**

2022 Year-end CRB Mill System



~1,260kT **Total CRB capacity**



\$130 MILLION INCREMENTAL EBITDA IMPROVEMENT FROM CRB OPTIMIZATION INVESTMENT THROUGH FIXED AND VARIABLE COST REDUCTION AND DEMAND GROWTH

Quantified Benefits

Fixed Cost Reduction

\$40M

- Mill optimization
- 200 net reduction in workforce

Variable Cost Reduction

\$30M

Reduced commodity input consumption
 Energy, Chemicals, Fiber, Coatings, Freight

Demand Growth

\$60M

- Substrate optimization
- Acquisition integration
- Internalization of external board purchase
- New product development

Acquisition Integration, Substrate Optimization, Internalization, New Product Development



















AGENDA



2021 Results

2022 Guidance

Vision 2025 – Increasing Our Goals

- Sustainability Supported Organic Growth
- Productivity Driven Margin Improvement
- People and Planet Focused Culture
- Superior Returns and Value Creation





ORIGINAL VISION 2025 – ACHIEVEMENTS TO DATE

People

Engage employees in a high-performance culture

Vision 2025



Top quartile engagement scores



Reduce LTIR from 0.3 to 0.2 (Safety)



GPI University, 30 hours of training per employee, per year



Attract and retain the right talent



Play on a winning team

Progress



First quartile industry safety performance for past 5 years

GPI University **partnered with LinkedIn Learning**; library of 6,000 courses

Launched Inclusion Council
Established four Business Resource Groups
Leadership Development Program in place







CONTINUED PROGRESS TOWARD VISION 2025 PEOPLE GOALS; STRENGTHENING TALENT INITIATIVES, ENGAGING EMPLOYEES THROUGH DEVELOPMENT PROGRAMS, DRIVING DE&I PROGRESS

New Executive Vice President Of Americas



Maggie K.
Bidlingmaier
Executive Vice
President and
President Americas

Recognized by Employees





Advancing Engagement, Development and Well-being

- ✓ Driving a zero life injuries safety culture
- Leadership Development through GPI University and the "Frontline Leader Program" and "Mid-Level Leader Experience"
- ✓ Activated partnership with LinkedIn Learning: Over 1,000 courses completed, 21,700 video lessons completed
- Continued Investment to strengthen skills and capabilities through GPI Pathway employee development initiative
- ✓ Succession planning and talent development work continues through robust talent routines



Maintain an Engaged and High Performing Culture



2020 and 2021 engagement results to inform and keep the pulse on employee morale by frequently assessing engagement and the key drivers

- Continuing execution of Diversity, Equity and Inclusion roadmap engaging leaders and employees for input, advocacy and support
 - ATL Action for Racial Equity member
 - Inclusion Council and 4 Business Resource Groups; 3 New Councils Launching
 - 1st Women In Leadership Development Experiences
 - Diversity Speaker Series
 - Confirmed Equitable Pay Practices through Pay Equity Study













ORIGINAL VISION 2025 – ACHIEVEMENTS TO DATE

Planet

Leverage industry leading sustainability profile, reducing impact on the environment

Vision 2025



Reduce water intensity by 15%



Reduce energy intensity by 15%



Reduce green house gas intensity by 15%



Reduce LDPE usage by 40%



100% of sales generated from products that are recyclable

Progress

5% reduction

CRB optimization will positively impact

Flat energy consumption

CRB optimization will positively impact

7% reduction

Investments and **upgrades to SBS mill system** reduced GHG intensity

16% reduction

Continued advancements in material science to develop more sustainable barrier technologies

98% of sales from products that are recyclable



CONTINUED PROGRESS TOWARD VISION 2025 PLANET GOALS; ELEVATING FOCUS ON ENVIRONMENTAL SUSTAINABILITY IMPROVEMENT INITIATIVES

Appointed a Chief Sustainability Officer



Michelle M. Fitzpatrick, PhD Chief Sustainability Officer

Focused on refining ESG and climate strategies and advancing reporting transparency









Reducing Impact on Environment

- ✓ Committed to developing sciencebased greenhouse gas targets
- √ 65% of energy use from renewable sources - Macon & West Monroe mills produce enough energy to be completely off the power grid
- ✓ CRB platform optimization project further reduces use of water, purchased electricity and GHG emissions
- ✓ Evolving circular economy thinking - 1.1 million tons of wastepaper converted into cartonboard every year
- ✓ Joined Ellen MacArthur Foundation



AGENDA



2021 Results

2022 Guidance

Vision 2025 – Increasing Our Goals

- Sustainability Supported Organic Growth
- Productivity Driven Margin Improvement
- People and Planet Focused Culture
- Superior Returns and Value Creation





INCREASING VISION 2025 GOALS - GENERATE SUPERIOR RETURNS

Original 2019 Goals Vs. Today

	Vision 2025 September 2019	Vision 2025 Updated February 2022
Paperboard Integration	80 – 90%	90%+
Sales	~\$10B	\$10B - \$12B
Adjusted EBITDA Margins	18% – 20%	~20%
ROIC	10% – 12%	10% – 12%
Adjusted EPS	\$2.00	\$3.00+
Adjusted EPS (excluding amortization) ¹	-	\$3.25+
Capex (% of sales)	5%	5% – 7%

SIGNIFICANT PROGRESS TOWARD ACHIEVING ENHANCED AND STRONGER VISION 2025 GOALS Path to superior returns

	2019 Actual	2020 Actual	2021 Actual	2022 Guidance	Updated Vision 2025
Paperboard Integration	68%	70%	72%	~75%	90%+
Sales	\$6.2B	\$6.6B	\$7.2B	~\$9B	\$10B - \$12B
Adjusted EBITDA Margins	16.7%	16.3%	14.8%	16% – 18%	~20%
ROIC	8%	8%	7%	8% - 9%	10% – 12%
Adjusted EPS	\$0.87	\$1.12	\$1.14	\$1.55 - \$2.05	\$3.00+
Adjusted EPS (excluding amortization) ¹	-	-	-	\$1.75 - \$2.25	\$3.25+
Capex (% of sales)	6%	10%	11%	5%	5% – 7%



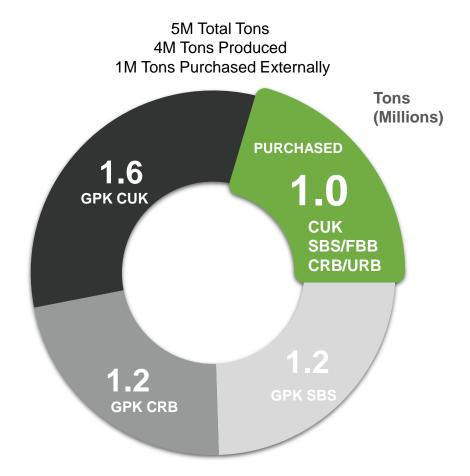
FINANCIAL FLEXIBILITY TO INVEST IN THE BUSINESS, GROW ORGANICALLY AND EXECUTE STRATEGIC M&A WILL DRIVE ACHIEVEMENT OF OUR ENHANCED AND STRONGER VISION **2025 GOALS**

	2022 Guidance	2025 ¹ Organic Growth, Integration and Productivity	2025 Acquisitions To Further Drive Integration and Profitable Growth
Paperboard Integration	~75%	~85%	90%+
Sales	~\$9B	~\$9.5B	\$10 – \$12B
Adjusted EBITDA	\$1.4 – \$1.6B	\$1.8 – \$1.9B	\$2.0 - \$2.4B
Adjusted EBITDA Margins	16% – 18%	19% – 20%	~20%
ROIC	8% - 9%	10% – 12%	10% – 12%
Adjusted EPS	\$1.55 - \$2.05	\$2.55 - \$2.80	\$3.00+
Adjusted EPS (excluding amortization) ²	\$1.75 - \$2.25	\$2.75 - \$3.00	\$3.25+
Capex (% of sales)	5%	5% – 7%	5% – 7%
Leverage	3.0 - 3.5X	1.5 – 2.0X	2.5 - 3.0X



CLEAR PATH TO A 90%+ INTEGRATION RATE – EXCEPTIONAL OPTIONALITY

Paperboard Internalization Options¹

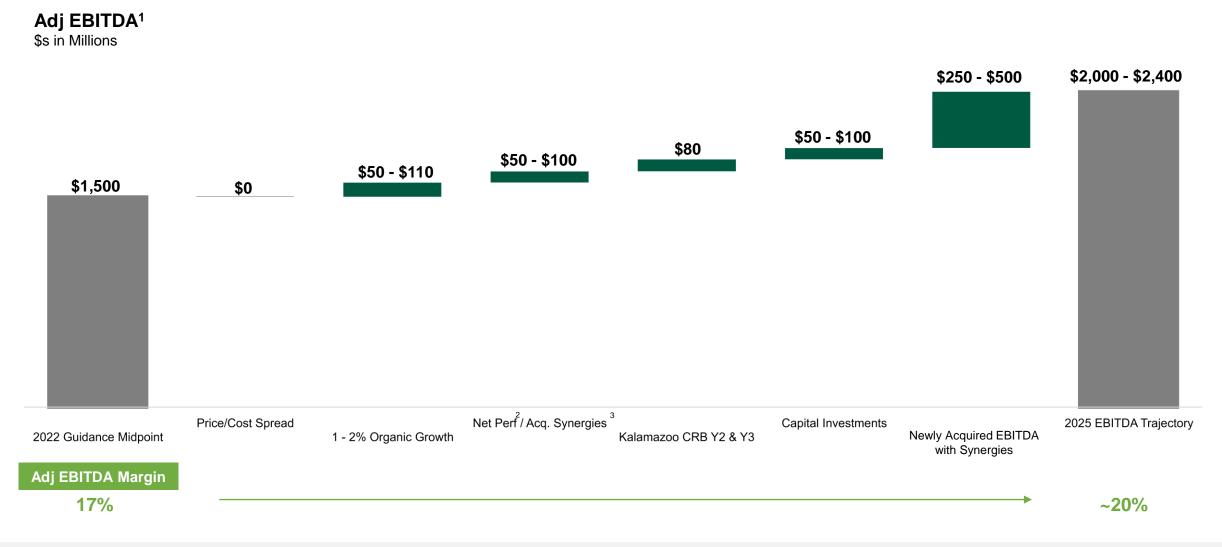


Integration Rate Progression

2025 Integration Goal	90%+
Potential Acquisitions (0.2 - 0.6 tons)	5% – 15%
Internalization Options (0.2 - 0.6 tons)	5% – 15%
1% - 2% Organic Sales Growth (0.15 - 0.3 tons)	3% – 6%
2022 Guidance	~75%



THE PATH TO ENHANCED AND STRONGER VISION 2025 EBITDA GOALS



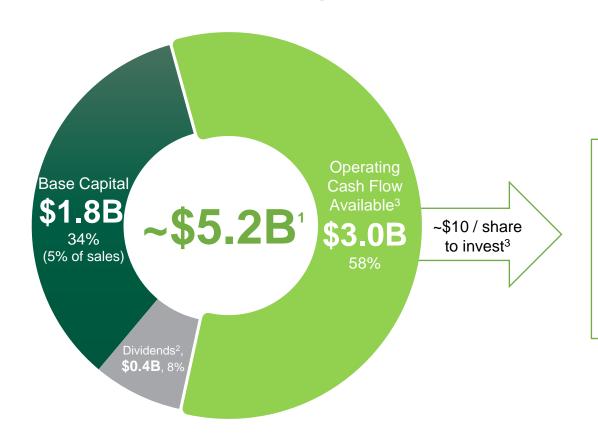


^{(1) 2025} EBITDA waterfall assumes neutral FX

⁽²⁾ Net Performance is Productivity less Labor/Benefit/Other Inflation

SIGNIFICANT CASH FLOW GENERATION ENABLES RAPID RETURN TO TARGET LEVERAGE LEVELS WHILE DEPLOYING A LONG-TERM BALANCED APPROACH TO CAPITAL ALLOCATION

2022 - 2025 Est. Operating Cash Flow



Capital Allocation Priorities:

Debt Reduction
Strategic Investments
Strategic M&A
Share Repurchases



⁽¹⁾ Assumes no M&A

⁽²⁾ Assumes no change in shares and dividend rate

RUNNING A DIFFERENT RACE – COMPELLING INVESTMENT CASE

LEADING integrated global fiber-based consumer packaging company

ADVANCED innovation capabilities, diversified market segments, and sustainable packaging offerings provide runway for organic growth

COMPETITIVELY advantaged with lowest-cost operations, highest-quality fiber-based packaging solutions

VERTICALLY integrated and scaled model drives operating efficiencies, optimization and responsive customer service

POWERFUL cash flow engine supports continued investment for expansion and sustainably-achieved, profitable growth

PROVEN track record of strategic and balanced capital allocation to strengthen business and deliver returns for stakeholders



GRAPHIC PACKAGING TODAY











72%
INTEGRATED
ON 3 MAJOR
PAPERBOARD
GRADES
CUK|CRB|SBS



LOCATIONS WORLDWIDE





VERTICALLY 106 CONVERTING PLANTS
NETWORK

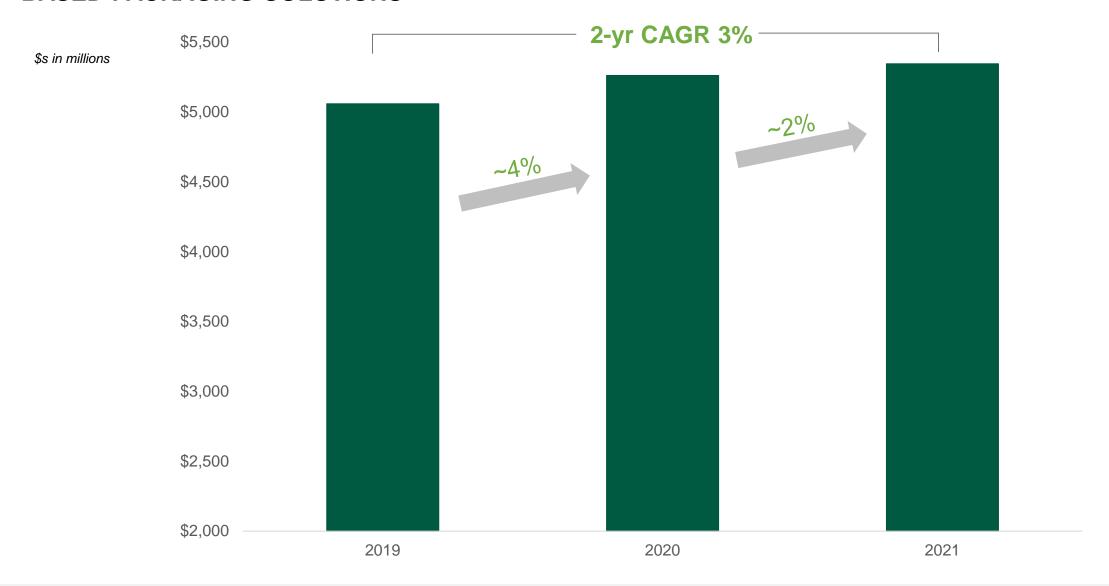
WORLDWIDE OPERATIONS

OPERATIONS
PAPERBOARD MILLS



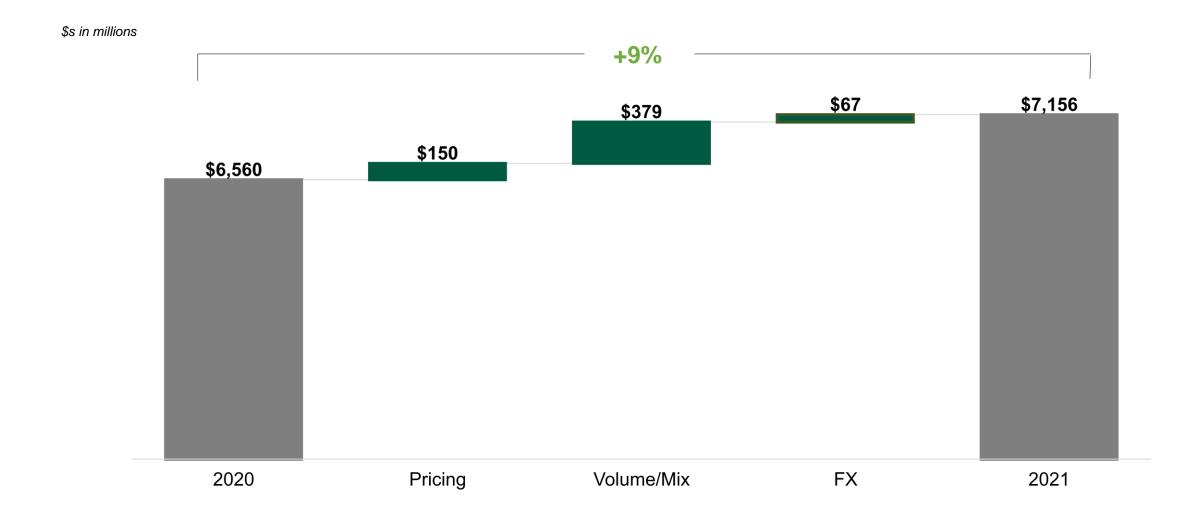


2021 2-YEAR NET ORGANIC SALES CAGR OF 3% DRIVEN BY DEMAND FOR INNOVATIVE, FIBER-BASED PACKAGING SOLUTIONS





2021 NET SALES PERFORMANCE





2022 YEAR-OVER-YEAR OUTAGE IMPACT SCHEDULE AND OTHER GUIDANCE

NET PRICE / COMMODITY INPUT COST SPREAD NET OUTAGE COST IMPACT

Year-over-Year Change (\$s in Millions)

	Q1	Q2	Q3	Q4
Net Price/Cost Spread Impact	1 \$40-\$60	1	1	1
Net Outage Cost Impact	-	\$10	\$10	(\$20)

	2020 Actual	2021 Actual	2022 Guidance
Pension Expense ¹	\$9M	\$6M	\$4M
Depreciation ²	\$388M	\$403M	\$480M
Amortization (includes pension amortization)	\$67M	\$74M	\$100M
Effective Tax Rate (Normalized)	19%	25%	24 – 26%
Year End Net Leverage Ratio	3.3x	4.6x ³	3.0 – 3.5x



 ^{(1) 2020} pension expenses exclude \$154 million of non-cash pension plan settlement charges
 (2) Depreciation excludes \$26 million, \$17M million and an estimated \$5 million of accelerated depreciation related to exit activities in 2020,

⁽³⁾ Pro-forma Net Leverage Ratio = Total Net Debt/Pro-forma Adjusted EBITDA. Includes 2021 Pro-forma Adjusted EBITDA of \$1,207M