

October 2019
Investor Presentation

## Safe harbor

#### FORWARD-LOOKING STATEMENTS

This presentation contains certain forward-looking information within the meaning of the Private Securities Litigation Reform Act of 1995. The words "may," "will," "expect," "intend," "estimate," "anticipate," "aspiration," "objective," "project," "believe," "continue," "on track" or "target" or the negative thereof and similar expressions, among others, identify forward-looking statements. All forward looking statements are based on information currently available to management. Such forward-looking statements are subject to certain risks and uncertainties that could cause events and the Company's actual results to differ materially from those expressed or implied. Please see the disclosure regarding forward-looking statements immediately preceding Part I of the Company's Annual Report on the most recently filed Form 10-K. The company assumes no obligation to update any forward-looking statements.

#### **REGULATION G**

• This presentation includes certain non-GAAP financial measures like Adjusted EBITDA and other measures that exclude special items such as restructuring and other unusual charges and gains that are volatile from period to period. Management of the company uses the non-GAAP measures to evaluate ongoing operations and believes that these non-GAAP measures are useful to enable investors to perform meaningful comparisons of current and historical performance of the company. All non-GAAP data in the presentation are indicated by footnotes. Tables showing the reconciliation between GAAP and non-GAAP measures are available at the end of this presentation and on the Greif website at www.greif.com.



## Who we are

## Leading industrial packaging solutions provider

#### 2019 Pro-forma run rate snapshot (\$M)<sup>1</sup>

Revenue \$5,300

Adj. EBITDA<sup>1</sup> \$720

% of Net Sales

13.6%,
pre-synergy

#### **Highlights and Capabilities**

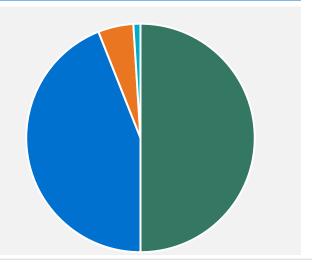
- Leading product positions in multiple packaging substrates
- Diverse geographic portfolio with wide market reach in > 40 countries

#### **Differentiation**

- Demonstrated commitment to customer service and industry partnership
- Broadest industrial packaging product portfolio capability of fulfilling customer needs

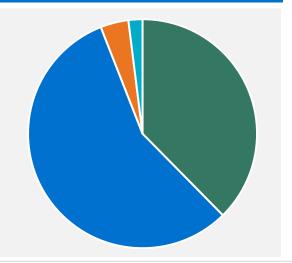
# Portfolio Composition by percentage of pro-forma Net Sales

- Rigid Industrial Packaging & Services
- Paper Packaging & Services
- Flexible Products & Services
- Land Management



#### Portfolio Composition by percentage of pro-forma Adjusted EBITDA

- Rigid Industrial Packaging & Services
- Paper Packaging & Services
- Flexible Products & Services
- Land Management





1 Pro-forma financials representing Greif FY'18 actual performance plus a full year of Caraustar expected run-rate performance with no synergies.

# Leading positions in multiple packaging substrates

#### **Upstream Operations**



Uncoated Recycled Paperboard (URB)



Coated Recycled Paperboard (CRB)



**Recovered Fiber Group** 

#### **Industrial Packaging**

#### Steel



**Tube & Core** 



**Fibre** 



Plastic



Industrial Closures



IBC



Flexible IBCs



Note: Ranking denotes standing in global market. Based on company estimates.





How we operate



## Business approach focused on fundamental execution

**Business segment overview** 

## Build, optimize and service existing portfolio

Who we are



Out serve the competition



Generate and deploy enhanced Free Cash Flow



Create sustainable value for customers and shareholders

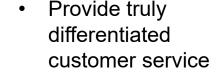
Growth through low risk organic

opportunities

dividend

- Fund industry-leading
- Adj. EPS +62%<sup>1</sup>
  - Adj. FCF +121%<sup>1</sup>
  - Provide strategic partnership and creative solutions to meet customer needs

- Leverage leading product positions and robust global portfolio
- Demonstrate commitment to continuous improvement and marginal gains



Focus on creative solutions to customer needs

## Our approach is fueled by our vision and strategic priorities



## Putting the Service Profit Chain to work at Greif



Engaged colleagues drive exceptional performance for customers and shareholders



## Vision and strategic priorities in place

# Strategic Vision

In industrial packaging, be the best performing customer service company in the world

## 1

#### **Engaged Teams**

- Health and safety
- Colleague engagement
- **Strategic Priorities**
- Accountability aligned to value creation

## 2 <u>Differentiated Customer Service</u>

- Deliver superior customer experience
- Create value for our customers through a solutions based approach
- Earn our customers trust and loyalty

## 3 Enhanced Performance

- Growth aligned to value
- Margin expansion
- Fiscal discipline and free cash flow expansion
- Sustainability

Key Enabler

The Greif Business System

**Values** 

THE GREIF WAY

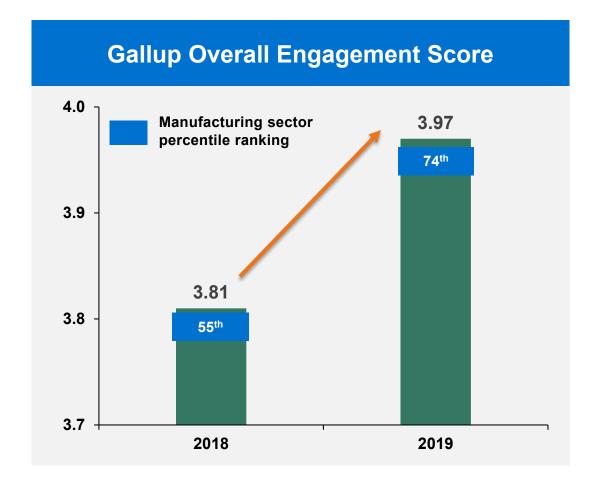


Business segment overview > Why invest in Greif? > Appendix

# 1 Strategic priority: engaged teams

How we operate

Teams in the top quartile of those Gallup <sup>1</sup> has studied have		
21%	Higher profitability	
17%	Higher productivity	
10%	Higher customer metrics	
70%	Fewer safety incidents	
59%	Less turnover	
41%	Lower absenteeism	
28%	Less shrinkage	



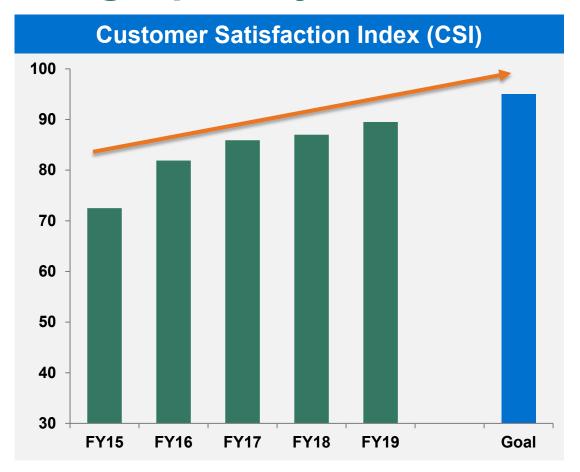
Safe and engaged colleagues drive improved operating and financial performance

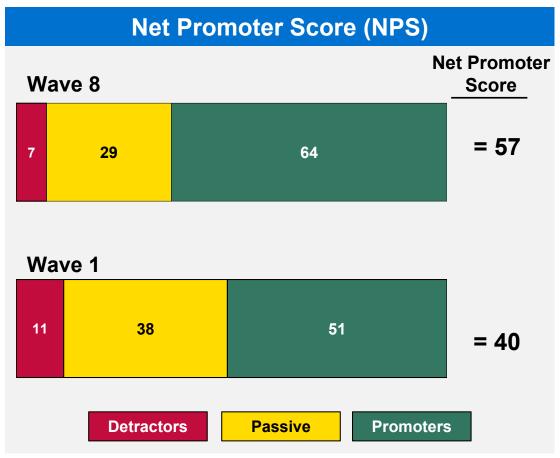


Who we are

Who we are How we operate Business segment overview Why invest in Greif? Appendix

# 2 Strategic priority: differentiated customer service

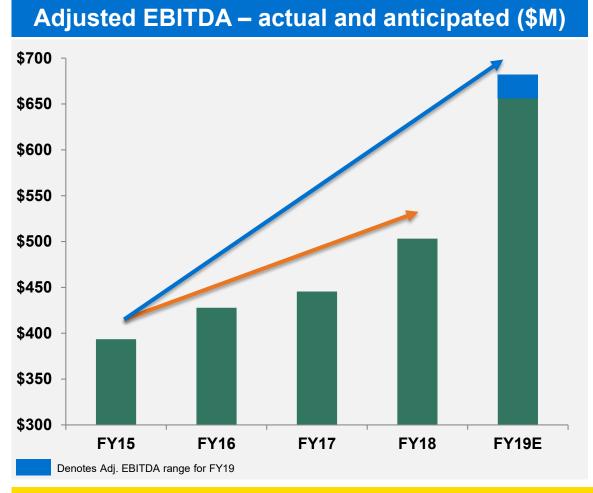


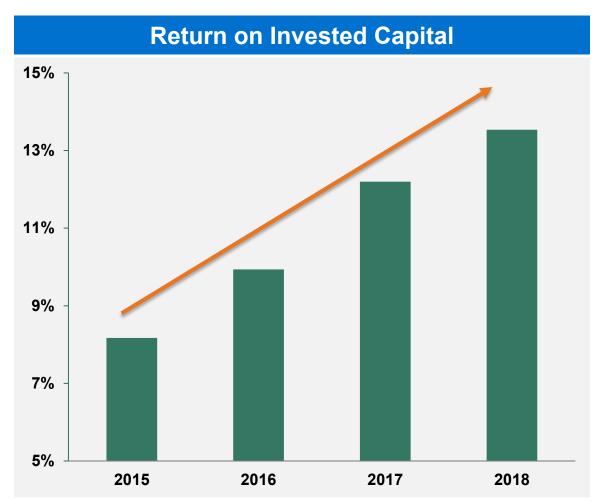


#### 43% improvement in Net Promoter Score since inception



## 3 Strategic priority: enhanced performance





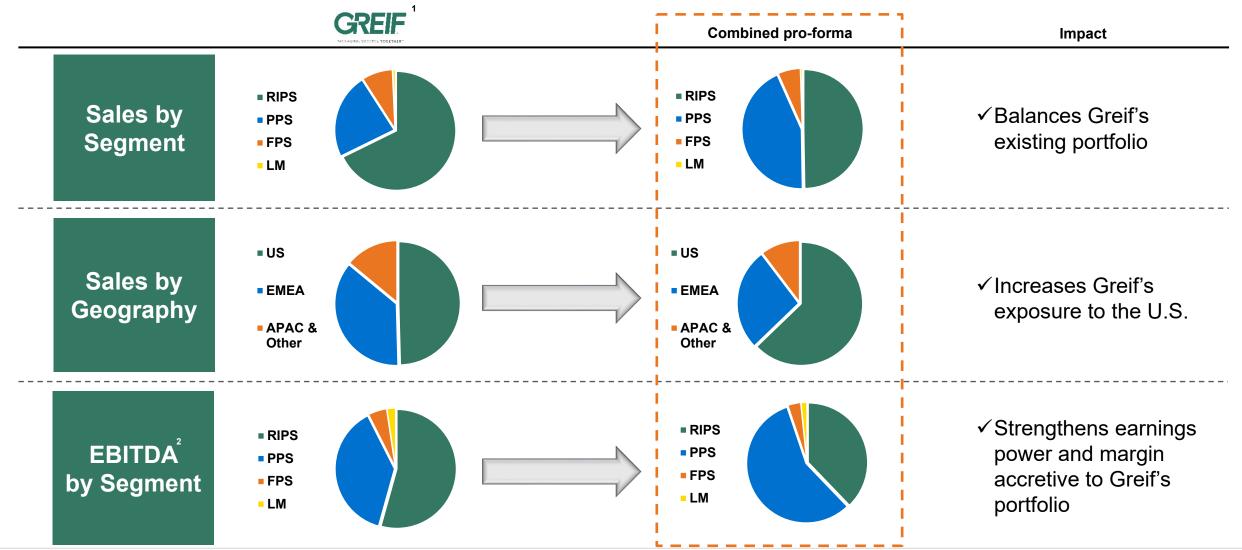
28% improvement in Adj. EBITDA between 2015 and 2018



Who we are

Note: A reconciliation of the differences between all non-GAAP financial measures used in this presentation with the most directly comparable GAAP financial measures is included in the appendix of this presentation.

# 3 Strategic priority: Caraustar enhances Greif's performance

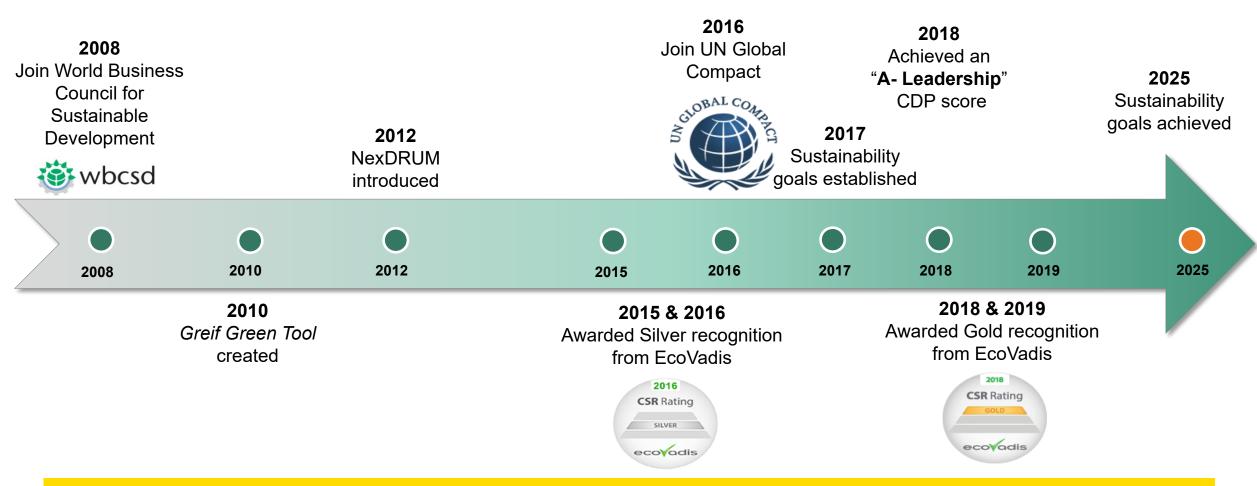




1 Greif Fiscal 2018 data.

<sup>2</sup> EBITDA represents Greif's Fiscal 2018 EBITDA before special items. A summary of all adjustments for the impact of special items that are included in the EBITDA before special items by segment is set forth in the appendix of this presentation.

# 3 Strategic priority: sustainability achievement timeline



Strong progress on our sustainability journey



Who we are

# 3 Strategic priority: sustainability case studies



## Advancing renewable energy in the Americas

- Installed more than 2,000 solar panels in North American facilities; arranged for bulk of Brazilian operations to source renewable power
- Renewable energy currently accounts for ~23% of Greif's energy usage



## **Utilizing Post Consumer Regrind (PCR) products**

- Containers made from PCR significantly reduce / eliminate virgin resin usage and requires less energy to manufacture. Also diverts materials headed to landfill
- Greif PCR containers reduce CO2 emissions by ~30-50%



#### Reconditioning plastic and IBC products

- EarthMinded network collects and reconditions used containers to be suitable for reuse and reintroduced into trade
- Recently announced expansion of IBC reconditioning capability in Europe with the Tholu acquisition





## **Business segment overview**



**Appendix** Who we are How we operate **Business segment overview** Why invest in Greif?

## RIPS: broad product and services capability













RIPS is the most comprehensive customer solutions provider in the industry



## RIPS: highlights and differentiation

## 2018 Financials (\$M)

Revenue \$2,623.6

Adj. EBITDA \$273.4

Adj. EBITDA margin 10.4%

**2018 Net Sales By Geography** 

**North America** 

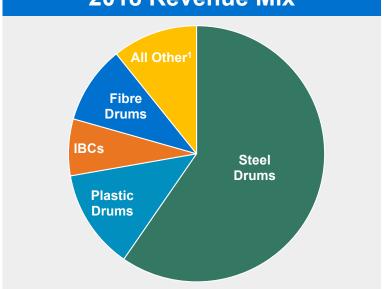
LATAN

**APAC** 

#### **Highlights and Capabilities**

- Extensive global expertise and operational footprint
- Large product shares in steel and fibre and fast growing IBC business
- FPS cross selling opportunities

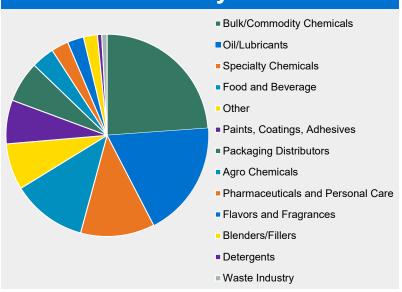
## 2018 Revenue Mix



#### Differentiation

- Industry's most comprehensive product line offering
- Ability to serve customers globally
- Differentiated customer service focus; long tenured relationships

#### 2018 Revenue by End Market





**EMEA** 

# RIPS: ongoing efforts to enhance margins

Price adjustment mechanism (PAM) refreshed

Who we are

- Current: PAMs cover ~71% of steel drum production and ~63% plastic drum production
- Future: Contract "golden rules" deployed; opener provisions to recover non-raw material inflation

New service enhancements deployed

- Current: CSI and NPS provide insights into customer needs
- Future: customer service excellence (CSE) training deployed globally; additional value-add enhancements that address growing customer needs

Robust business planning and supply chain fully ingrained

- Current: Collaborative approach between commercial, finance, operations and supply chain
- Future: Discipline enhanced through added technology, enhanced S&OP and robust pricing desk

Pursuing marginal gains across the business to enhance profitability



## RIPS: expanding reconditioning for sustainable solutions







- Benefits to customers:
  - Reduces cost/manufacturing expense
  - Supports sustainability goals and reduces environmental impacts
  - Reduces disposal costs and operating expenses



#### **Greif today**

- Operate services to facilitate collection and reconditioning globally
- Operate the largest reconditioning facility in Europe
- Currently assessing additional reconditioning opportunities and operating model upgrades





#### **Greif future state**

- Closed loop network in place in regional hubs in the U.S. and Europe
- Global IBC reconditioned mix improved and enhances margin



## PPS: broad portfolio of paper products

#### **Recovered Fiber**

Who we are



## Containerboard



# Uncoated Recycled Paperboard

Mills



# Coated Recycled Paperboard



Converting





**Tube & Core** 



**Consumer Packaging** 



**Note:** Ranking denotes standing in global market. Based on company estimates.



## PPS: highlights and differentiation

\$2.274

18.1%

## 2019 Pro-Forma Financials (\$M)<sup>1</sup>

Adjusted EBITDA<sup>2</sup> \$412

Adjusted EBITDA margin

#### **Highlights and Capabilities**

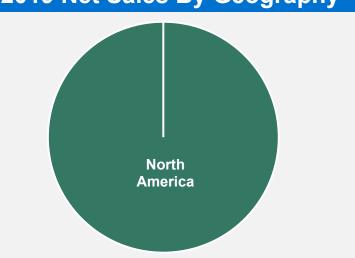
- Niche position in containerboard
- Leadership position in URB and tubes/cores
- Unique converting capabilities

#### **Differentiation**

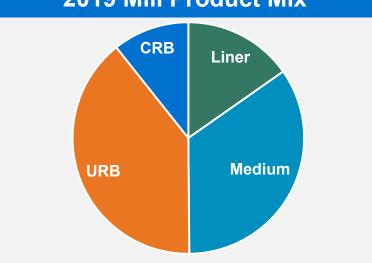
**Appendix** 

- Speed response and lead times
- Breadth of product offerings
- Long-standing customer relationships
- Best in class customer service

## 2019 Net Sales By Geography



#### **2019 Mill Product Mix**



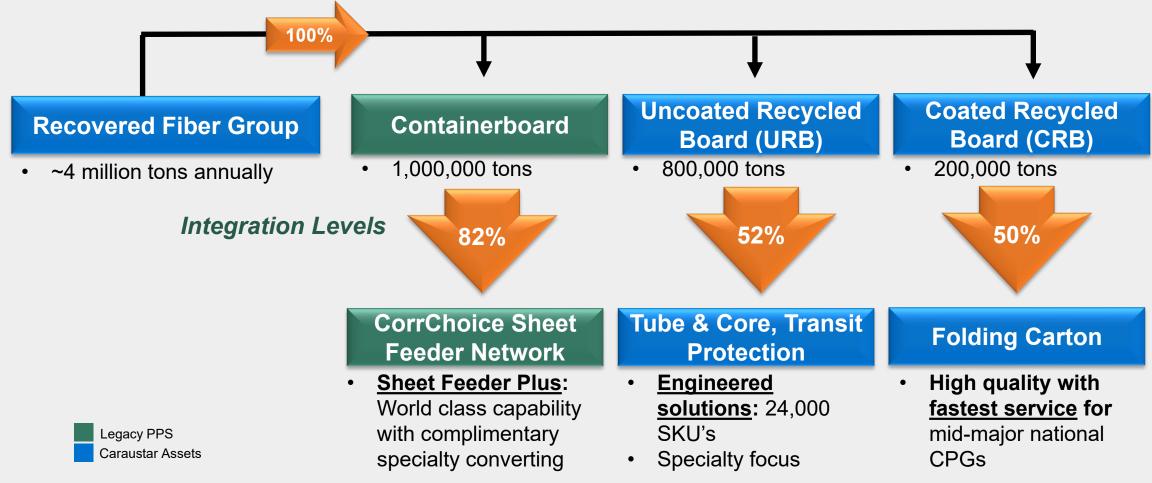
#### **End Markets**

- Containerboard serves a variety of industrial and consumer needs
- URB serves predominantly industrial end markets
- CRB serves predominantly consumer end markets



Revenue

# PPS: expanded, integrated and national paper network



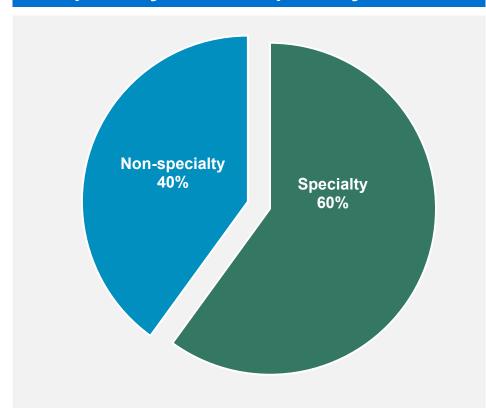
PPS is a full service network providing a broad range of grades and services



## PPS: IPG specialty focus with low customer concentration

## Specialty vs. non-specialty sales<sup>1</sup>

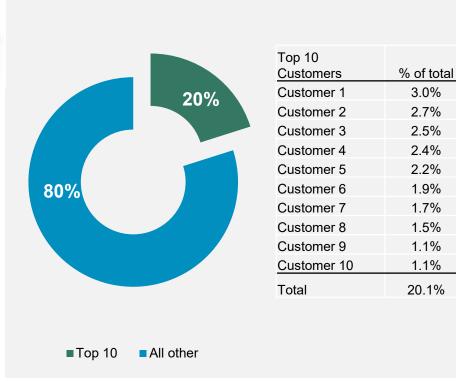
Who we are







#### Low customer concentration<sup>1</sup>

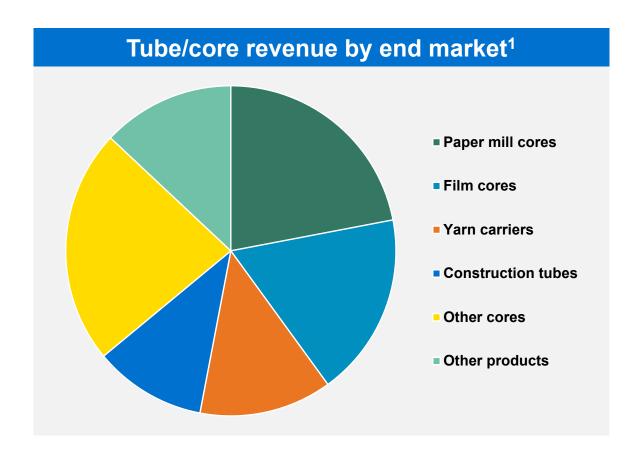


IPG manufactures defensible, cost advantaged products with low substitution risk



## **PPS: IPG benefits from diverse end markets**

- IPG's diversified end market revenue provides broad exposure to US economic activity
- Tube/core market offers limited risk as paper remains best substrate due to performance characteristics
  - URB preferred to containerboard due to performance, board cost and adhesive cost
  - URB preferred to plastic due to cost, performance, and recyclability
- Industry tube/core volumes expected to grow  $1 2\%^2$



IPG manufactures defensible, cost advantaged products with low substitution risk



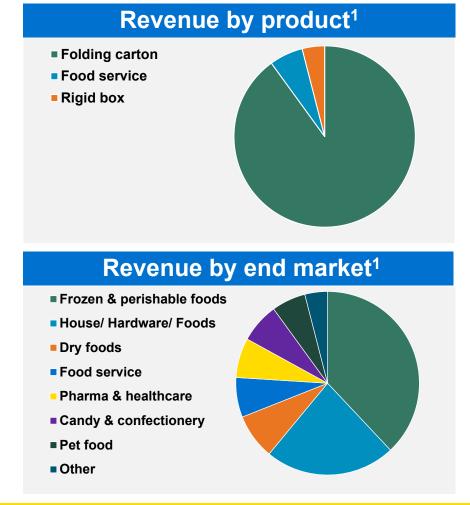
Who we are

in the middle market

Who we are



- Strategically located national plant network
- Focused on delivering speed to market and high-touch service to mid-sized customers
- Full range of substrates, colors and printing
- Benefits from global trends (e.g. consumer and regulatory interest in reducing plastic)



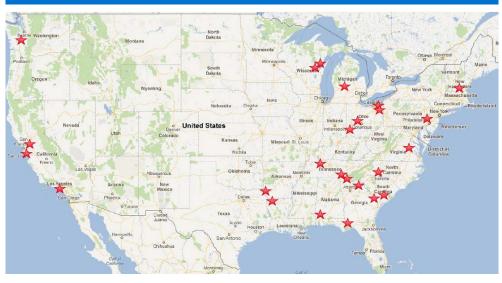
The Consumer Products Group benefits from the consumer war on plastics



## **PPS: Recovered Fiber Group**

#### **National footprint**

Who we are



#### **Business Overview and Opportunities**

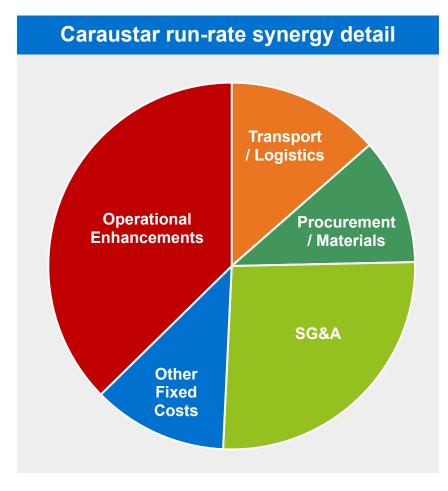
- Top 10 recovered fiber business with strategically positioned assets nationwide, limiting freight/transport costs
- Procures, collects, processes and brokers material across a range of paper grades
- Provides 100% of mill fiber needs
- Provides market intelligence and surety of supply
- Opportunities include:
  - Penetrating specialty markets

The Recovered Fiber Group efficiently sources key raw materials required by the business



# PPS: unlocking value through Caraustar synergies

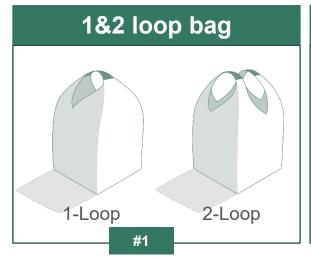
Synergy	Detail	
Operational Enhancements	<ul> <li>Cross-selling opportunities with existing containerboard customers</li> <li>Integrating URB volumes into legacy Greif converting network</li> <li>Integrating heavy weight linerboard into the CorrChoice network</li> </ul>	
SG&A	<ul> <li>Leveraging Greif centralized functions (i.e., shared services)</li> <li>Optimizing back-office processes</li> </ul>	
Transportation / Logistics	<ul> <li>Savings on freight lanes underway on 1,200+ lanes</li> <li>Evaluating opportunities within RIPS North America</li> </ul>	
Procurement / Materials	<ul> <li>Renegotiating agreements for combined spend</li> <li>Aligning payment terms</li> </ul>	
Other Fixed Costs	<ul> <li>Aligning of systems and processes</li> <li>Consolidating licensing agreements</li> <li>Terminating duplicate memberships and services</li> </ul>	



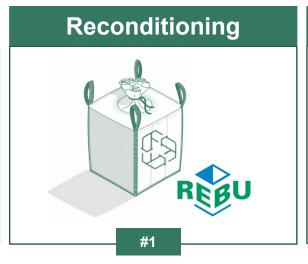
On track to achieve at least \$65M of annual run-rate synergies by 2022

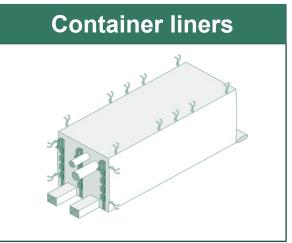


## FPS: global market leader with superior capabilities









FPS is the largest FIBC producer in the world offering the most comprehensive product and services



## FPS: highlights and differentiation

## 2018 Financials (\$M)

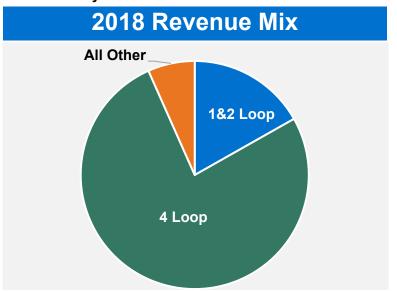
Who we are

Revenue	\$324.2	
Adj. EBITDA	\$25.6	
Adj. EBITDA margin	7.9%	

#### **Highlights and Capabilities**

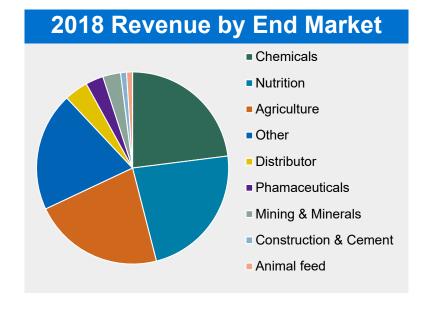
- Leading position in highly fragmented market
- On track to achieve 2020 run rate targets – developing strategy for profitable break out growth
- 50/50 joint venture

# Turkey Americas APAC Europe



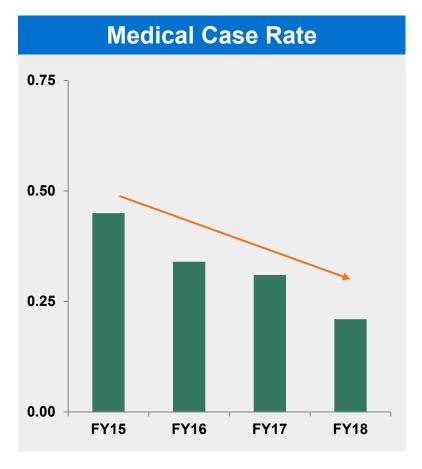
#### **Differentiation**

- Exceptional technical capabilities and differentiated customer service
- Unmatched global network of production and commercial facilities
- Going to market with RIPS



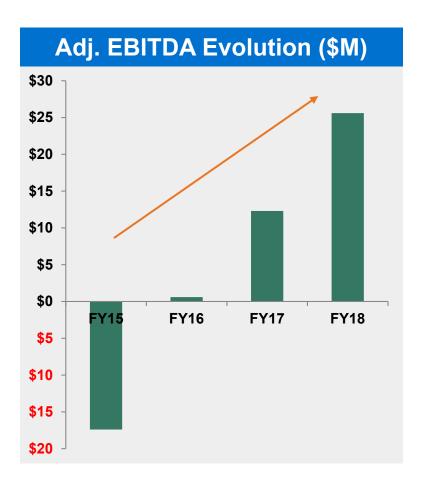


## FPS: significantly improved all aspects of the business



Who we are





Appendix

## FPS has been optimized and has re-earned the right to grow



<u>Note</u>: A reconciliation of the differences between all non-GAAP financial measures used in this presentation with the most directly comparable GAAP financial measures is included in the appendix of this presentation.



Why invest in Greif?



# Demonstrated improvement with significant achievement across all strategic priorities

**Business segment overview** 



- Medical Case Rate (MCR) declined 19%; currently near world class levels<sup>1</sup>
- Approaching top quartile colleague engagement scores; participation already at world class levels

- Differentiated customer service
- 20% improvement in Customer Satisfaction Index<sup>1</sup>
- 43% improvement in Net Promoter Score; currently at best-in-class level for industrial manufacturing<sup>1</sup>
- Deployed customer service excellence training worldwide
- 3 **Enhanced** performance
- "Pivot to Plastics" IBC volume +27.5%<sup>2</sup>, outpacing industry growth
- ROIC improved by 540 basis points<sup>1</sup>; 28% improvement in adjusted EBITDA<sup>1</sup>
- Achieved an "A-Leadership" CDP score and gold recognition from Eco Vadis; new 2025 sustainability goals established



## Global trends support future growth

## Trend Comments



Global population growth; emerging economies and rise of the middle class



- World population expected to grow by ~13% by 2030¹
- Emerging economies are driving greater consumption of products, goods and infrastructure



Growing influence of sustainability and multi-use packaging



 Customers are increasingly asking for more sustainable packaging solutions



Growing importance of food safety

PACKAGING SUCCESS TOGETHER™



Heightened attention toward food safety and transportation



Significant chemical expansion to support global growth



 >\$86B<sup>2</sup> of new projects completed or currently under construction



## Clear capital priorities: fund maintenance and de-lever

#### 2019 Capital Expenditure allocation<sup>1</sup>



#### Fiscal 2019 capital priorities

#### Invest to create sustainable value

- Fund maintenance and organic growth opportunities that exceed required returns
- Advance opportunistic capital options if justified by returns no material M&A until target leverage ratio is achieved

#### De-leverage the balance sheet

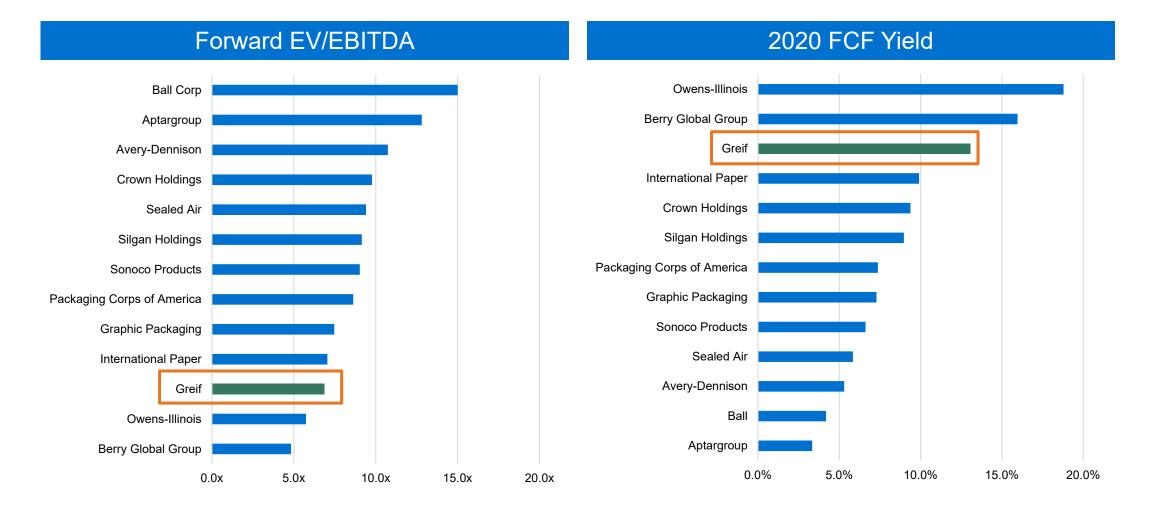
- Current leverage ratio = ~3.6x
- Target leverage ratio between 2.0 2.5x within 36 months of Caraustar deal closing

#### **Return capital to shareholders**

- Maintain annual dividend and periodically review
- Class A and B shares currently yield ~5% and ~6%, respectively



# Compelling valuation compared to packaging peers

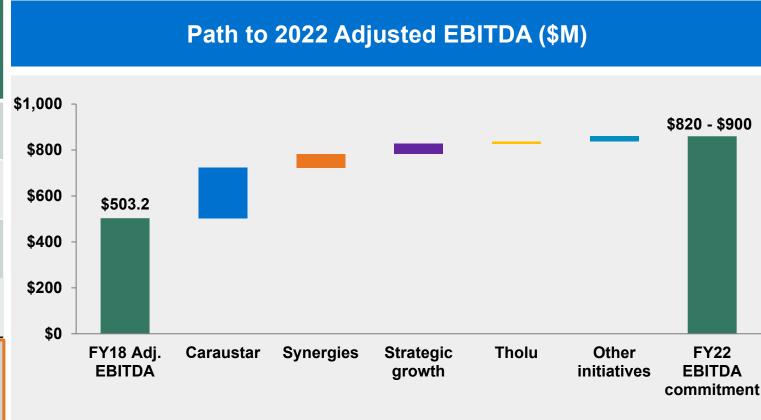




## New fiscal 2022 financial commitments in place

\$M	FY'22 Adj. EBITDA	FY'22 Adj. Free Cash Flow
RIPS	\$288 – \$315	
PPS	\$490 – \$530	
FPS	\$30 – \$40	
Land	\$12 – \$15	
Total Company	\$820 – \$900	\$410 – \$450

Who we are



Clear path to Adj. EBITDA > \$850M over the next three years



## Why invest in Greif?

- 1 Attractive valuation, compelling dividend and opportunity for free cash flow expansion
- 2 Robust and diverse product portfolio with exposure to a variety of end markets
- 3 Numerous avenues for incremental low-risk growth and margin enhancement
- 4 Compelling customer value proposition due to demonstrated commitment to customer service







Appendix

## Better positioned to weather a potential recession

#### **Greif today vs 10 years ago**

- Industrial business with better mix of recession-resistant end markets (e.g. food, pharma, ag chem)
- "Pivot to plastics" initiative in RIPS (IBC volumes +27.5%<sup>1</sup> since 2017)
- Industry consolidation in paper packaging
- ERP implementation; global S&OP processes in place

How we operate

Lower for longer OCC markets (China and domestic U.S. OCC price connection decoupled)



## Land: highlights and differentiation

#### Highlights

- ~250,000 acres in Louisiana, Mississippi, and Alabama
- Steady cash flows with minimal capital reinvestment
- Valued at \$1,700 \$2,100/acre



#### **Differentiation**

- Well-positioned for future with solar applications
- Emphasis on generating non-timber related revenue and marginal gains for growth
  - Consulting services
  - Timber brokerage
  - Mineral exploitation rights



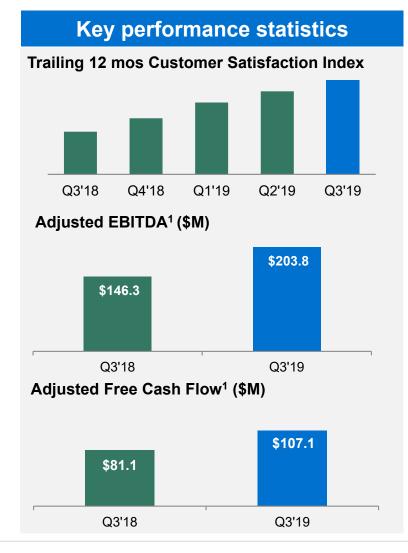
# **Net sales bridge: FY15 to FY18**



Sales have grown despite F/x headwinds and the divestiture of 53 non-core/underperforming assets



# Third Quarter Fiscal Year (FY) 2019 summary



#### **Segment summary**

#### • PPS:

- Containerboard: softer market conditions and lower YoY published prices; favorable OCC costs and specialty sales
- Boxboard: stable pricing; favorable OCC costs

#### RIPS:

- Solid operational execution but continued market softness Western/Central Europe, APAC, US
- IBC volumes 5% YoY
- Cost reduction activities underway

#### • FPS:

Performed to plan despite continued market softness in W. Europe

#### **Financial summary**

- Adjusted EBITDA and Adjusted Class A EPS up ~39% and ~5%, respectively, versus prior year
- Caraustar update:
  - Adj. EBITDA contribution of \$65.4M, well above run-rate; favorable OCC costs and synergy capture
  - > 260 synergy opportunities still to be explored / quantified

#### FY2019 guidance maintained

- Adj. Class A EPS: \$3.70 - \$4.00/sh
- Free Cash Flow: \$230 \$250M



# Fiscal 2022 financial commitments assumptions

- Net sales will be approximately \$5.5B in Fiscal 2022 as a result of strategic growth CapEx, Caraustar inclusion and organic growth
- Raw material costs assumed flat against current indices in the markets in which we participate except OCC (assumed range of \$35/ton \$75/ton)
- Assumes current containerboard prices as of June 24, 2019
- Raw material price changes are passed to customers through price adjustment mechanisms in contracts or otherwise with customary delay in our RIPS and FPS businesses (not PPS)
- FX rates assumed flat to April 2019 rates

Who we are

- Salary and benefit increases based on estimated inflationary rates per jurisdiction consistent with 2017 2019; recovered through continuous improvement opportunities
- DD&A is assumed to increase to \$250M \$270M by Fiscal 2022
- Net income attributable to NCI assumed to increase to approximately \$25M by Fiscal 2022
- Annual other expense assumed to remain the same as Fiscal 2019
- Effective tax rate expense and cash paid assumed to be within the range of 26-30%
- Pension and post-retirement cash funding requirements assumed flat to Fiscal 2019
- Interest expense is calculated to be \$100M by Fiscal 2022 based on debt pay down and refinancing of Euro notes in 2021
- Annual cash from OWC is a slight use based on assumed net sales growth
- Assumes capex of \$160 \$180M



**Appendix** 

## Reconciliation of Operating Profit to Adjusted EBITDA \$Millions

	1	Twelve months ended Octo				
(in millions)	2018	2017	2016	2015		
Operating profit	370.5	299.5	225.6	192.8		
Less: Non-cash pension settlement charge	1.3	27.1	-	-		
Less: Other expense, net	18.4	12.0	9.0	3.2		
Less: Equity earnings of unconsolidated affiliates, net of tax	(3.0)	(2.0)	(0.8)	(0.8)		
Plus: Depreciation, depletion and amortization expense	126.9	120.5	127.7	134.6		
EBITDA	480.7	382.9	345.1	325.0		
Plus: Restructuring charges	18.6	12.7	26.9	40.0		
Plus: Acquisition-related costs	0.7	0.7	0.2	0.3		
Plus: Non-cash asset impairment charges	8.3	20.8	51.4	45.9		
Plus: Non-cash pension settlement charge	1.3	27.1	-	-		
Plus: Impact of Venezuela devaluation of inventory in cost of products sold	-	-	-	9.3		
Less: (Gain) loss on disposal of properties, plants, equipment, and businesses, net	(6.4)	1.3	4.2	2.2		
Less: Timberland (gains) losses	-	-	-	(24.3)		
Less: Impact of Venezuela devaluation on other (income) expense				(4.9)		
Adjusted EBITDA	503.2	445.5	427.8	393.5		



## Reconciliation of Operating Profit to Adjusted EBITDA \$Millions

(in millions)	2019		2018			
	Q2	Q1	Q4	Q3		
Operating profit	\$ 90.6 \$	67.2 \$	103.3 \$	114.0		
Less: Non-cash pension settlement charge	-	-	0.9	0.4		
Less: Other expense, net	2.3	(0.2)	3.4	4.8		
Less: Equity earnings of unconsolidated affiliates, net of tax	(0.1)	(0.1)	(1.2)	(1.0)		
Plus: Depreciation and amortization expense	55.5	31.3	30.4	32.4		
EBITDA	\$ 143.9 \$	98.8 \$	130.6 \$	142.2		
Plus: Restructuring charges	7.5	3.7	4.8	3.7		
Plus: Acquisition-related costs	13.8	2.6	-	0.5		
Plus: Non-cash asset impairment charges	-	2.1	4.2	0.8		
Plus: Non-cash pension settlement charge	-	-	0.9	0.4		
Less: (Gain) loss on disposal of properties, plants, equipment, and businesses, net	(3.2)	(0.9)	1.0	(1.3)		
Adjusted EBITDA	\$ 162.0 \$	106.3 \$	141.5 \$	146.3		

	2017			2016		
	Q2	Q1	Q4		Q3	
Operating profit	\$ 81.5 \$	65.6	\$ 53.	6 <b>\$</b>	71.6	
Less: Non-cash pension settlement charge	1.1	23.5	-		-	
Less: Other expense, net	3.2	3.6	1.	6	2.7	
Less: Equity earnings of unconsolidated affiliates, net of tax	-	-	-		(0.8)	
Plus: Depreciation and amortization expense	31.0	30.7	31.	9	31.5	
EBITDA	\$ 108.2 \$	69.2	\$ 83.	9 \$	101.2	
Plus: Restructuring charges	5.1	(0.3)	9.	0	10.2	
Plus: Acquisition-related costs	-	-	0.	1	-	
Plus: Non-cash asset impairment charges	2.0	1.9	6.	5	4.1	
Plus: Non-cash pension settlement charge	1.1	23.5	-		-	
Less: (Gain) loss on disposal of properties, plants, equipment, and businesses, net	(3.7)	(0.5)	17.	8	(2.0)	
Adjusted EBITDA	\$ 112.7 \$	93.8	\$ 117.	3 \$	113.5	
			<u> </u>			



<sup>2.</sup> this is for QTD results only

**Net Income and Adjusted Class A Earnings Per Share** \$Millions and \$/sh

	20	18	20	)17	20	16	2015		
	Net Income Attributable to Greif, Inc	Diluted Class A EPS	Net Income Attributable to Greif, Inc	Diluted Class A EPS	Net Income Attributable to Greif, Inc	Diluted Class A EPS	Net Income Attributable to Greif, Inc	Diluted Class A EPS	
Twelve months ended October 31,	209.4	3.55	118.6	2.02	74.9	1.28	71.9	1.23	
(Gain) loss on disposal of properties, plants, equipment and businesses, net	(5.0)	(0.09)	2.2	0.04	7.0	0.12	(2.8)	(0.05)	
Restructuring charges	14.9	0.26	14.3	0.24	19.1	0.33	28.2	0.48	
Non-cash asset impairment charges	6.8	0.11	20.6	0.36	42.4	0.71	40.7	0.69	
Acquisition-related costs	0.7	0.01	0.5	0.01	0.1	-	0.2	-	
Non-cash pension settlement charge	1.1	0.02	16.9	0.29	-	-	-	-	
Provisional tax net benefit resulting from the Tax Reform Act	(19.2)	(0.33)	-	-	-	-	-	-	
Timberland gains	-	-	-	-	-	-	(14.9)	(0.25)	
Venezuela devaluation on other income/expense	-	-	-	-	-	-	(4.9)	(80.0)	
Venezuela devaluation of inventory on cost of products sold	_	-	-	-	-	-	9.3	0.16	
Adjusted Earnings and EPS	208.7	3.53	173.1	2.96	143.5	2.44	127.7	2.18	



Reconciliation of FPS Operating Profit to Adjusted EBITDA \$Millions

(in millions)	2018	2017	2016	2015
Flexible Products & Services				
Operating profit (loss)	\$ 19.4 \$	5.8	\$ (15.5) \$	(36.6)
Less: Non-cash pension settlement charge	-	0.1	-	-
Less: Other expense, net	0.6	1.6	3.5	2.3
Less: Equity earnings of unconsolidated affiliates, net of tax				(0.4)
Plus: Depreciation and amortization expense	6.9	7.0	7.7	8.6
EBITDA	\$ 25.7 \$	11.1	\$ (11.3) \$	(29.9)
Plus: Restructuring charges	0.9	1.2	6.3	8.1
Plus: Non-cash asset impairment charges	-	0.3	6.6	1.7
Plus: Non-cash pension settlement charge	-	0.1	-	-
Less: (Gain) loss on disposal of properties, plants, equipment, and businesses, net	(1.0)	(0.4)	(1.0)	2.7
Adjusted EBITDA	\$ 25.6 \$	12.3	\$ 0.6 \$	(17.4)

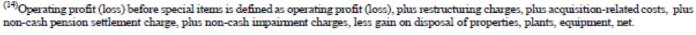


**Reconciliation of FPS Operating Profit to Adjusted EBITDA** Twelve months ended October 31,

\$Millions

				,	
(in millions)	2018 2017				
Operating profit:					
Rigid Industrial Packaging & Services	\$	183.2	\$	190.1	
Paper Packaging & Services		158.3		93.5	
Flexible Products & Services		19.4		5.8	
Land Management		9.6		10.1	
Total operating profit	\$	370.5	\$	299.5	
Restructuring charges:					
Rigid Industrial Packaging & Services	\$	17.3	\$	11.2	
Paper Packaging & Services		0.4		0.3	
Flexible Products & Services		0.9		1.2	
Total restructuring charges	\$	18.6	\$	12.7	
Acquisition-related costs:			_		
Rigid Industrial Packaging & Services	\$	0.7	\$	0.5	
Paper Packaging & Services		_		0.2	
Total acquisition-related costs	\$	0.7	\$	0.7	
Non-cash asset impairment charges:					
Rigid Industrial Packaging & Services	\$	8.3	\$	20.5	
Flexible Products & Services		_		0.3	
Total non-cash asset impairment charges	\$	8.3	\$	20.8	
(Gain) loss on disposal of properties, plants, equipment and businesses, net:					
Rigid Industrial Packaging & Services	\$	(3.2)	\$	4.1	
Paper Packaging & Services		0.1		0.1	
Flexible Products & Services		(1.0)		(0.4	
Land Management		(2.3)		(2.5	
Total (gain) loss on disposal of properties, plants equipment and businesses, net	\$	(6.4)	\$	1.3	
Operating profit before special items:					
Rigid Industrial Packaging & Services	\$	206.3	\$	226.4	
Paper Packaging & Services		158.8		94.1	
Flexible Products & Services		19.3		6.9	
Land Management		7.3		7.6	
_	\$	391.7	\$	335.0	

	Twelve months ended Octob						
		2016		2015			
Operating profit (loss):							
Rigid Industrial Packaging & Services	\$	143.9	\$	86.4			
Paper Packaging & Services		89.1		109.3			
Flexible Products & Services		(15.5)		(36.			
Land Management		8.1		33.			
Total operating profit (loss)		225.6		192.			
Restructuring charges:							
Rigid Industrial Packaging & Services		19.0		29.			
Paper Packaging & Services		1.5		2.:			
Flexible Products & Services		6.3		8.			
Land Management		0.1		0			
Total restructuring charges		26.9		40.			
Acquisition-related costs:			_				
Rigid Industrial Packaging & Services		0.2		0			
Total acquisition-related costs		0.2	_	0.			
Timberland gains:			_				
Land Management		_		(24.			
Total timberland gains		_	_	(24.			
Non-cash asset impairment charges:							
Rigid Industrial Packaging & Services		43.3		43.4			
Paper Packaging & Services		1.5		0.			
Flexible Products & Services		6.6		1.1			
Total non-cash asset impairment charges		51.4	_	45.			
(Gain) loss on disposal of properties, plants, equipment and businesses, net:			_				
Rigid Industrial Packaging & Services		7.3		2.			
Paper Packaging		(0.4)		(0.			
Flexible Products & Services		(1.0)		2.			
Land Management		(1.7)		(2.			
Total (gain) loss on disposal of properties, plants, equipment and		. ,					
businesses, net Impact of Venezuela devaluation on cost of products sold	_	4.2	_	2.:			
Rigid Industrial Packaging & Services							
Total Impact of Venezuela devaluation on cost of products sold				9.			
·	_			9.3			
Operating profit (loss) before special items:							
Rigid Industrial Packaging & Services		213.7		171.			
Paper Packaging & Services		91.7		111.			
Flexible Products & Services		(3.6)		(24.			
Land Management		6.5		6.8			
Total operating profit (loss) before special items	\$	308.3	\$	266.2			





Consolidated Return on Invested Capital (ROIC) Fiscal 2015 – 2018

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
OPBSI		\$ 266.2	\$ 308.3	\$ 335.0	\$ 391.7
Tax rate		30.40%	33.30%	28.40%	29.90%
Current portion LTD	\$ 17.6	\$ 30.7	\$ -	\$ 15.0	\$ 18.8
LTD	\$ 1,087.4	\$ 1,116.2	\$ 974.6	\$ 937.8	\$ 884.1
Total Shareholder equity	\$ 1,223.2	\$ 1,059.9	\$ 957.9	\$ 1,047.5	\$ 1,154.2
After tax OPBSI		\$ 185	\$ 206	\$ 240	\$ 275
Average invested capital		\$ 2,268	\$ 2,070	\$ 1,966	\$ 2,029
ROIC		8.2%	9.9%	12.2%	13.5%
2015-2018 improvement					5.4%



Reconciliation of Q3 Net Income to Adjusted EBITDA \$Millions

\$Millions		Three months	s ende	d July 31,	Nine months ended July 31,				
(in millions)		2019		2018		2019		2018	
Net income	\$	67.5	\$	72.0	\$	124.4	\$	184.0	
Plus: Interest expense, net		34.5		12.1		80.1		38.4	
Plus: Debt extinguishment charges		0.1		_		22.0		_	
Plus: Income tax expense		26.8		25.7		58.3		31.2	
Plus: Depreciation, depletion and amortization expense		60.0		32.4		146.8		96.5	
EBITDA	\$	188.9	\$	142.2	\$	431.6	\$	350.1	
Net income	\$	67.5	\$	72.0	\$	124.4	\$	184.0	
Plus: Interest expense, net		34.5		12.1		80.1		38.4	
Plus: Debt extinguishment charges		0.1		_		22.0		_	
Plus: Income tax expense		26.8		25.7		58.3		31.2	
Plus: Non-cash pension settlement charges		_		0.4		_		0.4	
Plus: Other expense, net		(1.1)		4.8		1.0		15.0	
Plus: Equity earnings of unconsolidated affiliates, net of tax		(2.2)		(1.0)		(2.4)		(1.8)	
Operating profit	\$	125.6	\$	114.0	\$	283.4	\$	267.2	
Less: Other expense, net		(1.1)		4.8		1.0		15.0	
Less: Non-cash pension settlement charges		_		0.4		_		0.4	
Less: Equity earnings of unconsolidated affiliates, net of tax		(2.2)		(1.0)		(2.4)		(1.8)	
Plus: Depreciation, depletion and amortization expense		60.0		32.4		146.8		96.5	
EBITDA	\$	188.9	\$	142.2	\$	431.6	\$	350.1	
Plus: Restructuring charges		9.1		3.7		20.3		13.8	
Plus: Acquisition-related costs		5.8		0.5		22.2		0.7	
Plus: Non-cash asset impairment charges		_		0.8		2.1		4.1	
Plus: Non-cash pension settlement charges		_		0.4		_		0.4	
Less: Gain on disposal of properties, plants, equipment, and businesses, net		_		(1.3)		(4.1)		(7.4)	
Adjusted EBITDA <sup>(12)</sup>	\$	203.8	\$	146.3	\$	472.1	\$	361.7	
	_		_		_		÷		



Adjusted Q3 Free Cash Flow and projected 2019 Adjusted Free Cash Flow guidance

#### GREIF, INC. AND SUBSIDIARY COMPANIES GAAP TO NON-GAAP RECONCILIATION ADJUSTED FREE CASH FLOW<sup>(14)</sup>

UNAUDITED

	_	T	hree months	ende	ed July 31,	Nine months e	ndec	l July 31,
(in millions)	•		2019		2018	2019		2018
Net cash provided by operating activities		\$	141.5	\$	51.3	\$ 194.1	\$	55.8
Cash paid for purchases of properties, plants and	l equipment		(40.2)		(35.7)	(103.8)		(92.0)
Free cash flow		\$	101.3	\$	15.6	\$ 90.3	\$	(36.2)
Cash paid for acquisition-related costs			5.8		0.5	22.2		0.7
Cash paid for debt issuance costs <sup>(15)</sup>			_		_	5.1		_
Additional U.S. pension contribution			_		65.0	_		65.0
Adjusted free cash flow	•	\$	107.1	\$	81.1	\$ 117.6	\$	29.5

<sup>(14)</sup> Adjusted free cash flow is defined as net cash provided by operating activities, plus cash paid for acquisition-related costs, plus cash paid for debt issuance costs, plus additional one-time \$65.0 million contribution made by the Company to its U.S. defined benefit plan (the "additional U.S. pension contribution") during the third quarter of 2018, less cash paid for purchases of properties, plants and equipment.

# GREIF, INC. AND SUBSIDIARY COMPANIES PROJECTED 2019 GUIDANCE RECONCILIATION ADJUSTED FREE CASH FLOW

UNAUDITED

Fiscal 2019 Guidance Rang							
Sc	Scenario 1		enario 2				
\$	344.9	\$	384.9				
	(150.0)		(170.0)				
\$	194.9	\$	214.9				
	30.0		30.0				
	5.1		5.1				
\$	230.0	\$	250.0				
	\$ sc	\$ 344.9 (150.0) \$ 194.9 30.0 5.1	Scenario 1   Sc   \$ 344.9   \$ (150.0)				



<sup>(15)</sup>Cash paid for debt issuance costs is defined as cash payments for debt issuance related expenses included within net cash used in operating activities.