



PACKAGING SUCCESS TOGETHER™

September 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](http://www.greif.com).

**GREIF**®

PACKAGING SUCCESS TOGETHER™

**Who we are**

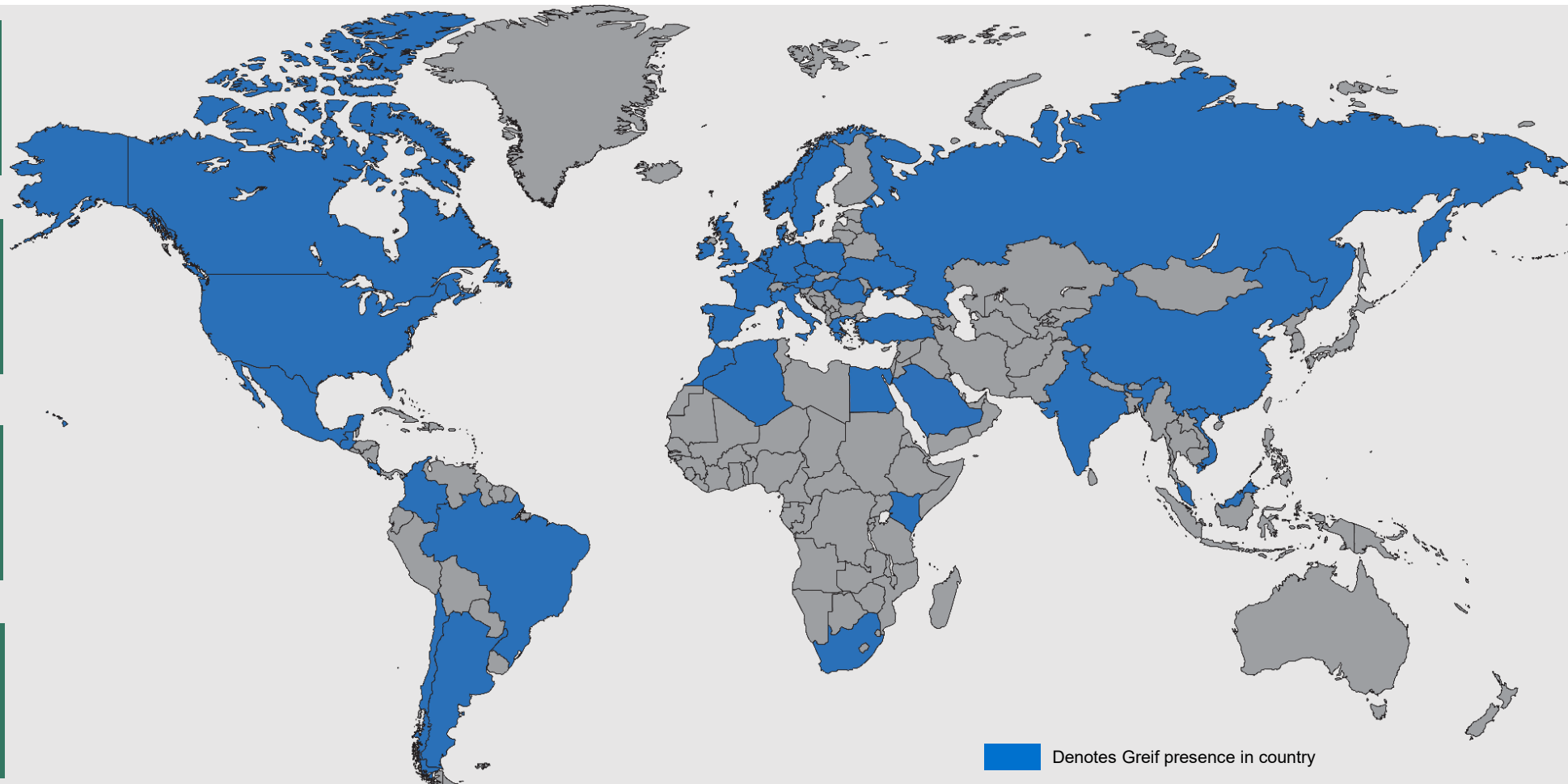
# Greif provides packaging solutions around the world

Rigid Industrial  
Packaging & Services

Paper  
Packaging & Services

Flexible  
Products & Services

Land Management



**A global and diversified footprint across 43 countries and multiple packaging substrates**

# 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

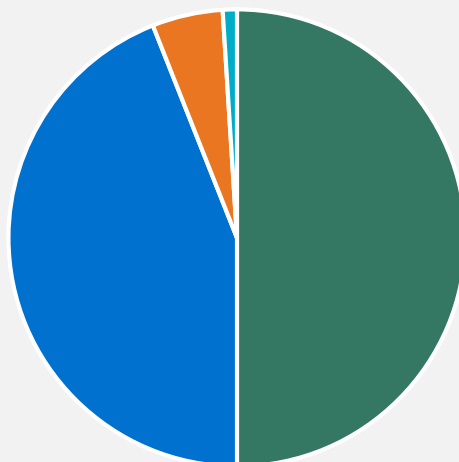
- Leading product positions in multiple packaging substrates
- Diverse geographic portfolio with wide market reach

## Differentiation

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

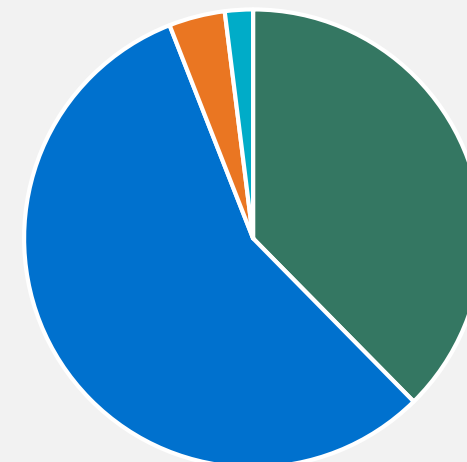
## Portfolio Composition by percentage of pro-forma Net Sales

- 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



<sup>1</sup> 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



#2

Uncoated Recycled Paperboard (URB)



#3

Coated Recycled Paperboard (CRB)



Top 10

Recovered Fiber Group

## Industrial Packaging

### Steel



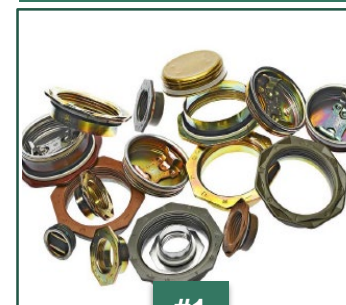
#1

### Fibre



#1

### Industrial Closures



#1

### Flexible IBCs



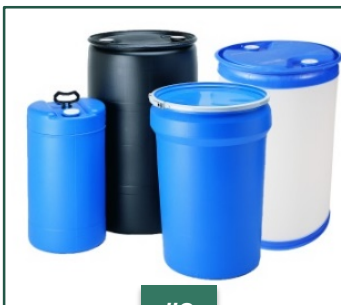
#1

### Tube & Core



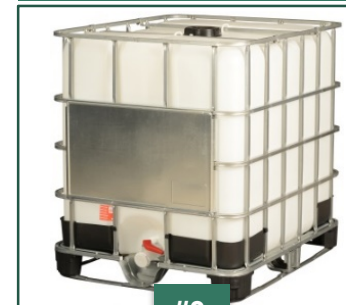
#2

### Plastic



#2

### IBC



#3

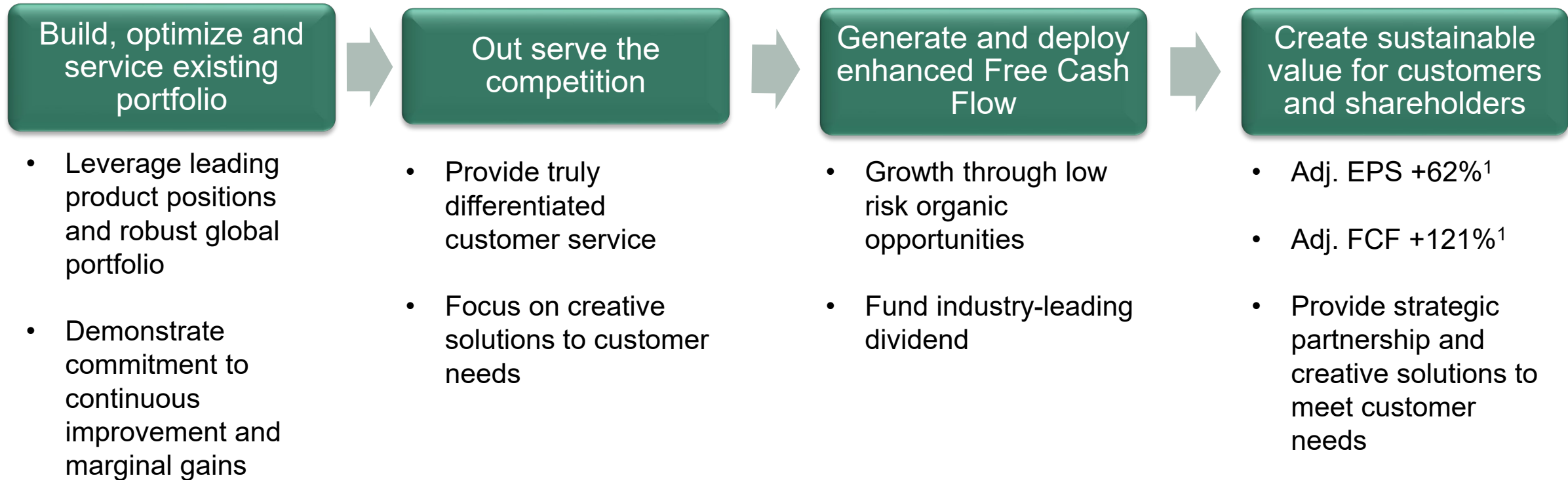
**Note:** Ranking denotes standing in global market. Based on company estimates.



PACKAGING SUCCESS TOGETHER™

## How we operate

# Business approach focused on fundamental execution



**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
- Accountability aligned to value creation

**2** Differentiated Customer Service

- 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

Strategic  
Priorities

Key  
Enabler

*The Greif Business System*

Values

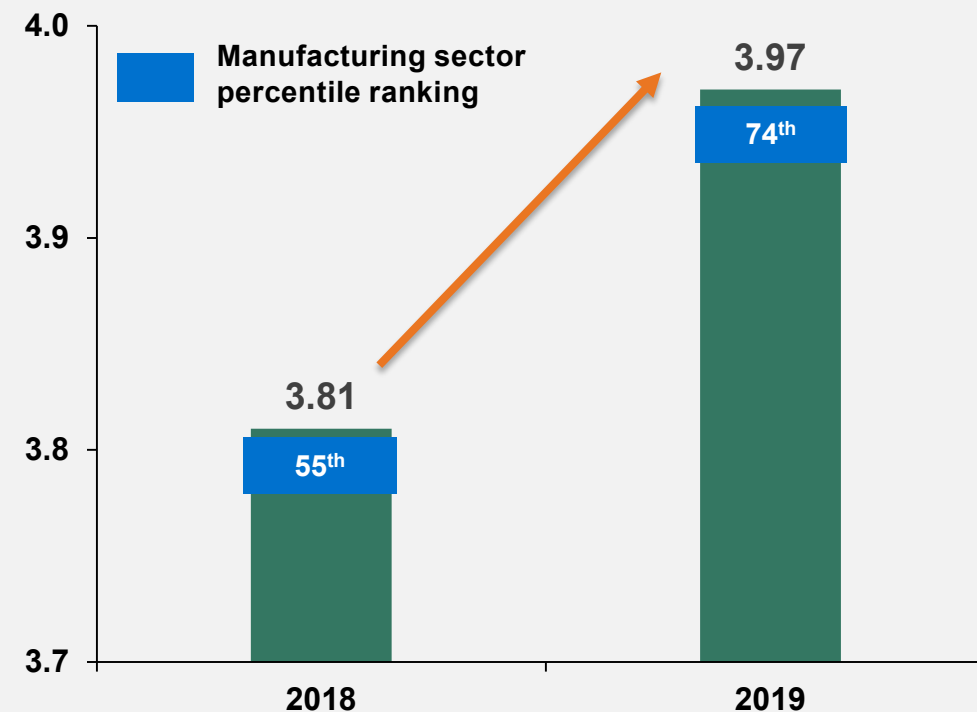
*THE GREIF WAY*

# 1 Strategic priority: engaged teams

## 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

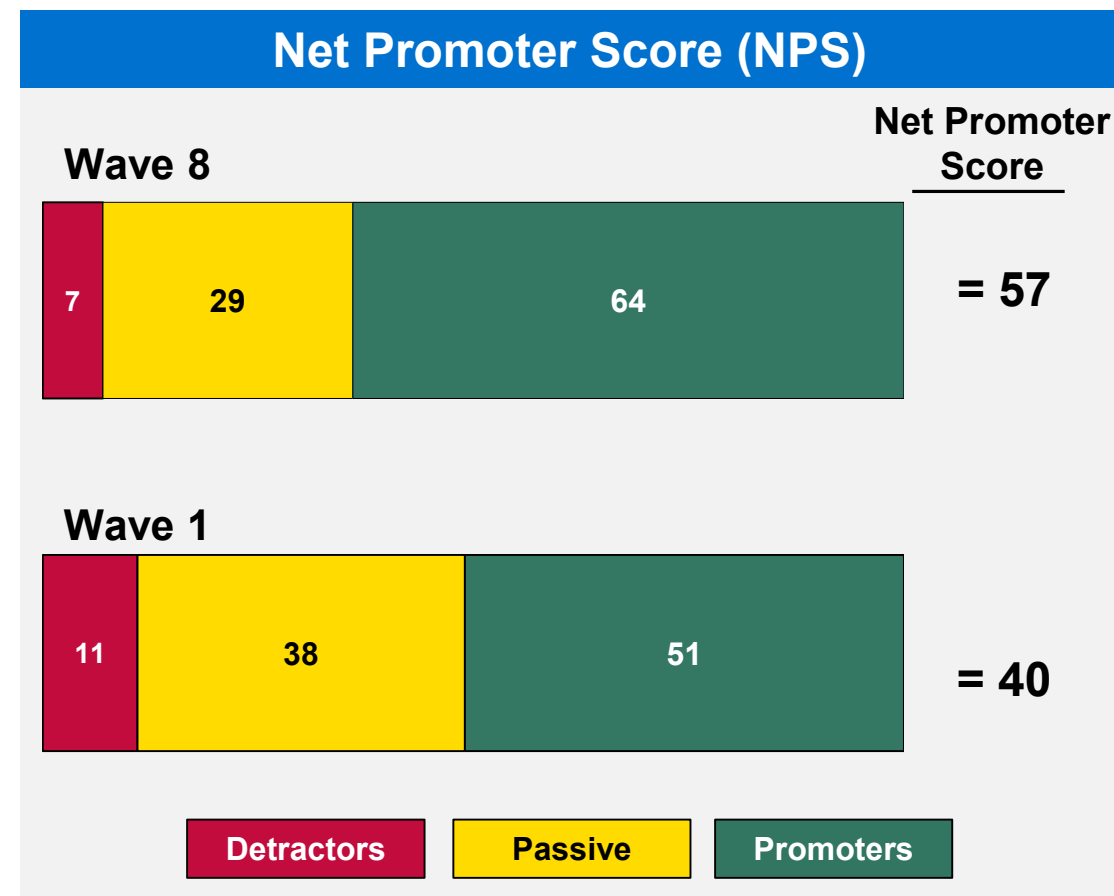
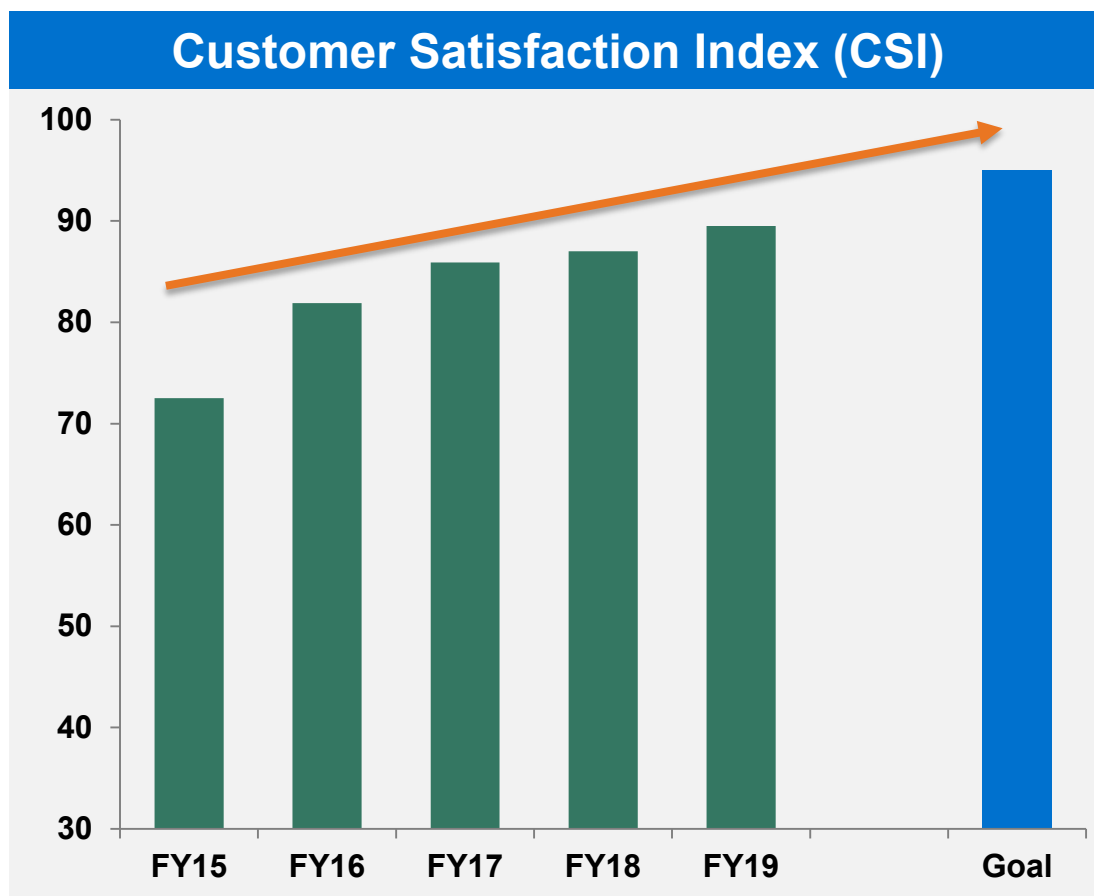
## Gallup Overall Engagement Score



**Safe and engaged colleagues drive improved operating and financial performance**

<sup>1</sup> According to "The Relationship Between Engagement at Work and Organizational Outcomes: 2016 Q12 Meta- Analysis"

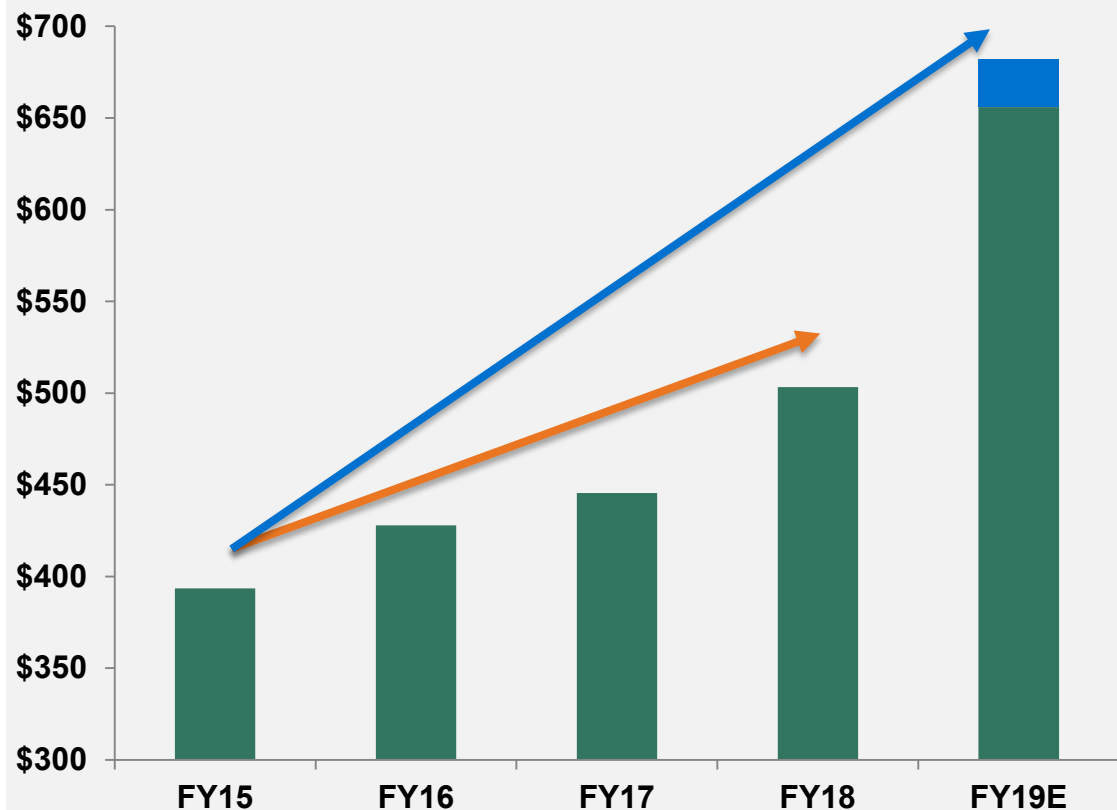
## 2 Strategic priority: differentiated customer service



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

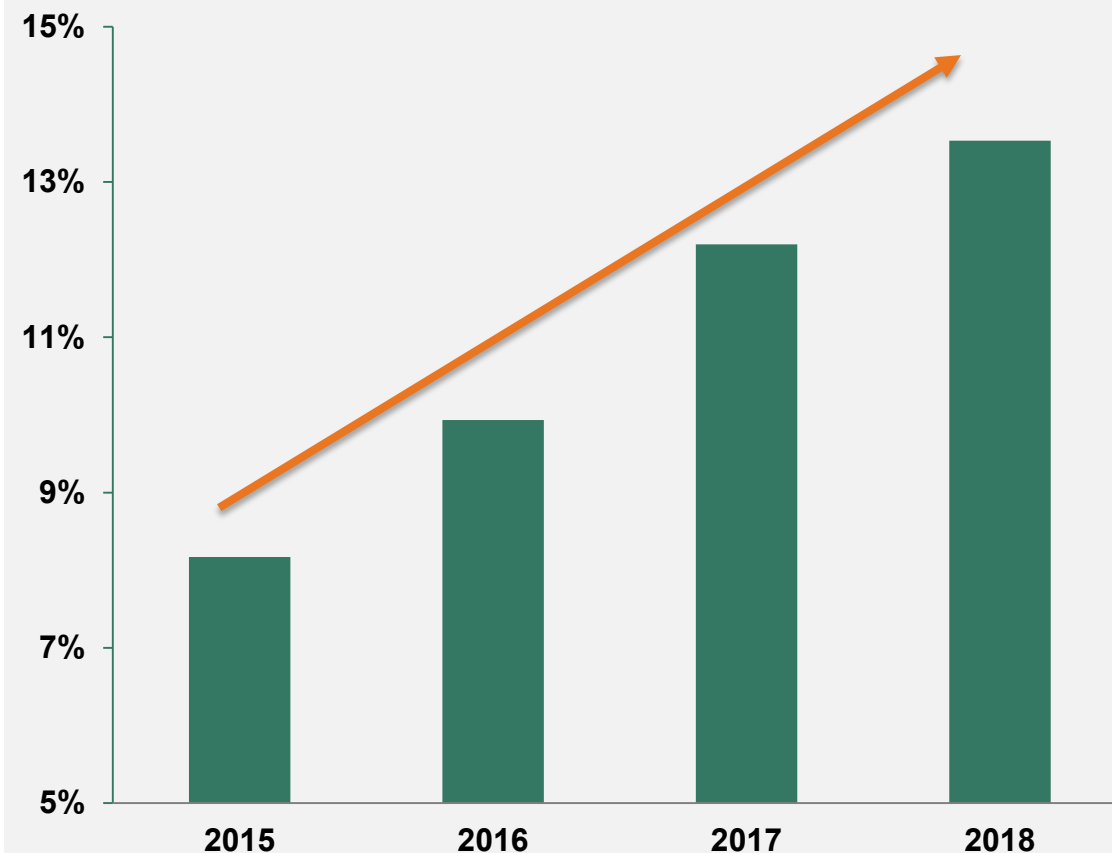
### 3 Strategic priority: enhanced performance

#### Adjusted EBITDA – actual and anticipated (\$M)



Denotes Adj. EBITDA range for FY19

#### Return on Invested Capital



**28% improvement in Adj. EBITDA between 2015 and 2018**

**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.

**Note:** No reconciliation of the fiscal year 2019 Adjusted EBITDA is included in this presentation because, due to the high variability and difficulty in making accurate forecasts and projections of some of the excluded information, together with some of the excluded information not being ascertainable or accessible, we are unable to quantify certain amounts that would be required to be included in the most directly comparable GAAP financial measure without unreasonable efforts.

**Note:** ROIC is calculated as after tax operating profit before special items divided by average total invested capital. Invested capital is defined as current portion of long-term debt plus long-term debt plus total shareholder equity.

# 3 Strategic priority: Caraustar enhances Greif's performance

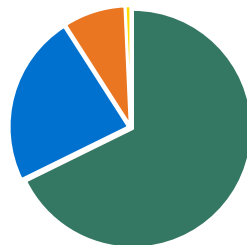


Combined pro-forma

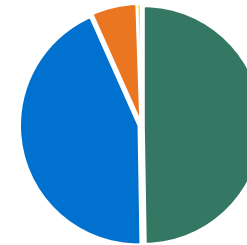
Impact

Sales by Segment

■ RIPS  
■ PPS  
■ FPS  
■ LM



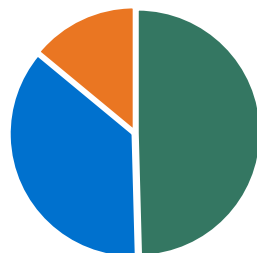
■ RIPS  
■ PPS  
■ FPS  
■ LM



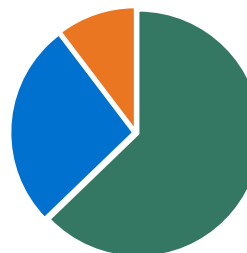
✓ Balances Greif's existing portfolio

Sales by Geography

■ US  
■ EMEA  
■ APAC & Other



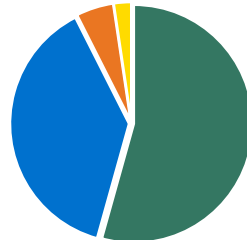
■ US  
■ EMEA  
■ APAC & Other



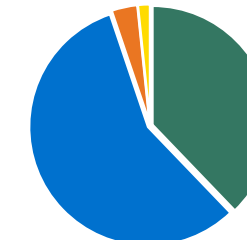
✓ Increases Greif's exposure to the U.S.

EBITDA<sup>2</sup> by Segment

■ RIPS  
■ PPS  
■ FPS  
■ LM



■ RIPS  
■ PPS  
■ FPS  
■ LM



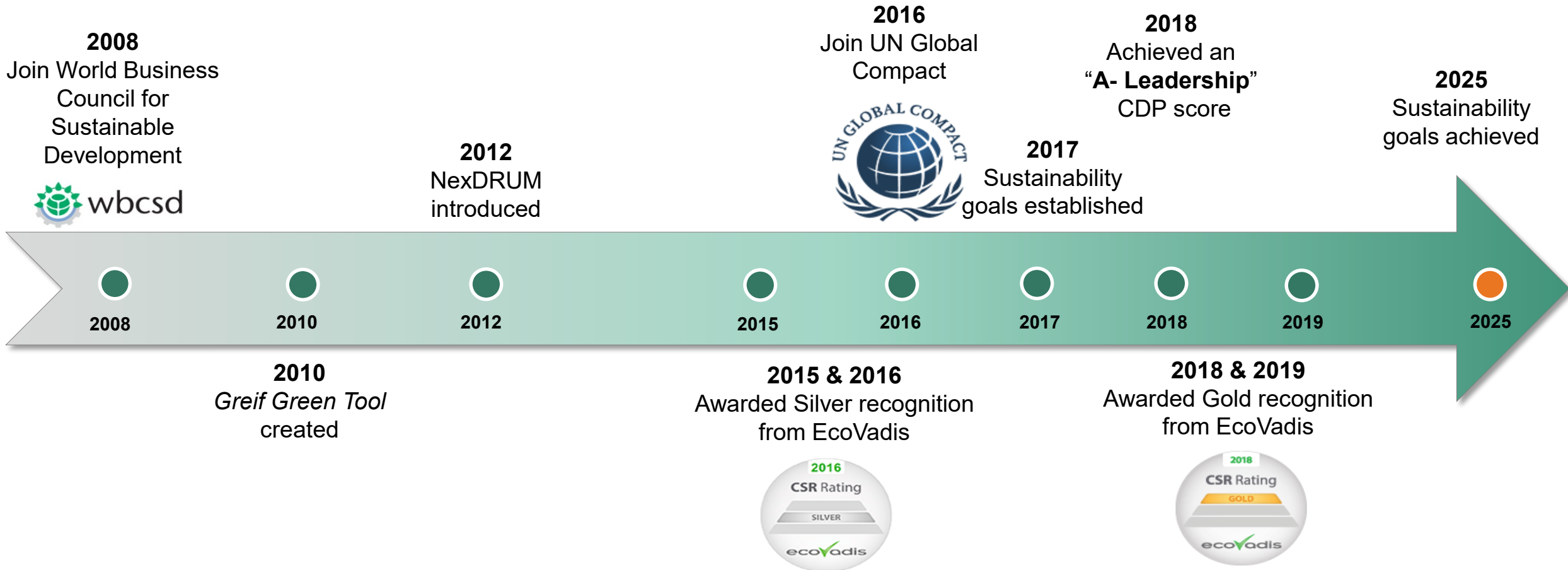
✓ Strengthens earnings power and margin accretive to Greif's portfolio

<sup>1</sup> 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.

**Note:** EBITDA is often defined as net income, plus interest expense, net, plus tax expense, plus depreciation, depletion and amortization. However, because the Company does not calculate net income by segment, the reference to operating profit (loss) by segment, which, as demonstrated in the table of EBITDA in the appendix, is another method to achieve the same result.

# 3 Strategic priority: sustainability achievement timeline



**Strong progress on our sustainability journey**

## 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 Re grind (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



# 3 Strategic priority: sustainability leadership



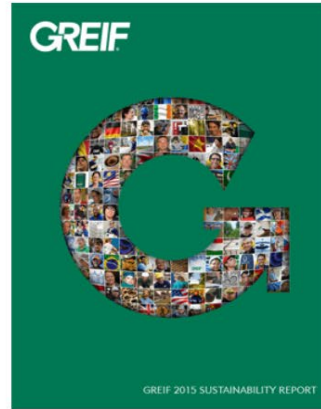
2018 Sustainability Report



2017 Sustainability Report



2016 Sustainability Report



2015 Sustainability Report



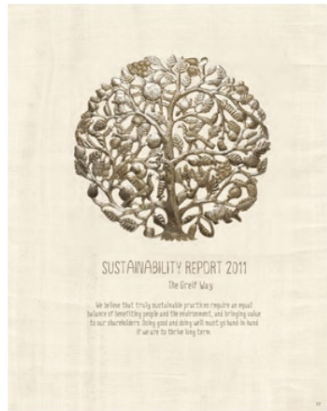
2014 Sustainability Report



2013 Sustainability Report



2012 Annual Report



2011 Sustainability Report



2010 Sustainability Report



2009 Sustainability Report

CDP Score

A- Leadership

EcoVadis Rating

GOLD

Guidelines

Full accordance with GRI Standards

Greif has been a leader in sustainability for over 10 years



PACKAGING SUCCESS TOGETHER™

## Business segment overview

# RIPS: broad product and services capability

## Steel



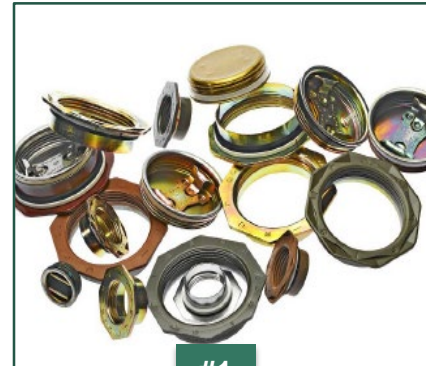
#1

## Fibre



#1

## Closures



#1

## Plastic



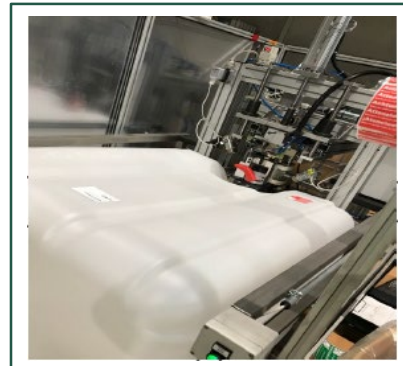
#2

## IBC



#3

## Earth Minded



## Filling



**RIPS is the most comprehensive customer solutions provider in the industry**

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

# RIPS: highlights and differentiation

## 2018 Financials (\$M)

Revenue	\$2,623.6
Adj. EBITDA	\$273.4
Adj. EBITDA margin	10.4%

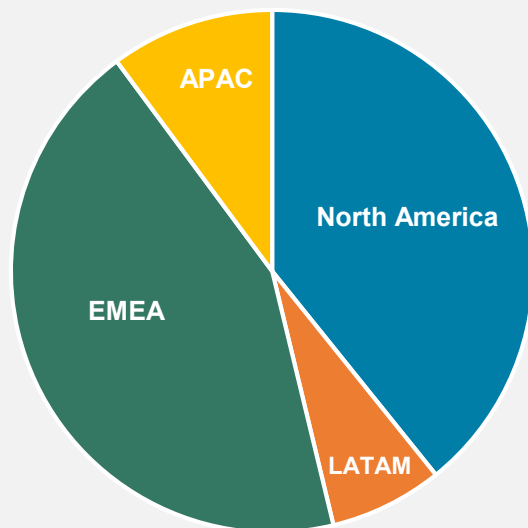
## Highlights and Capabilities

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

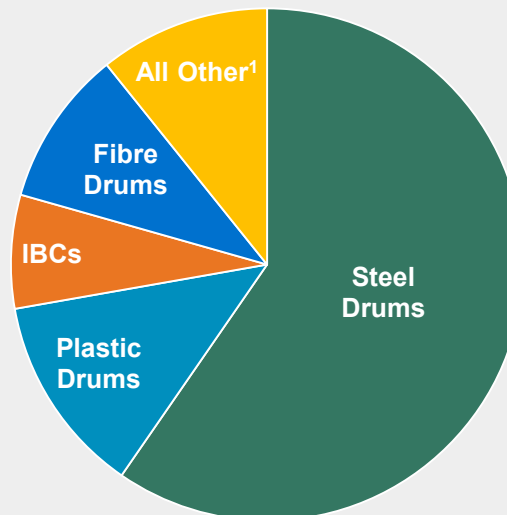
## Differentiation

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

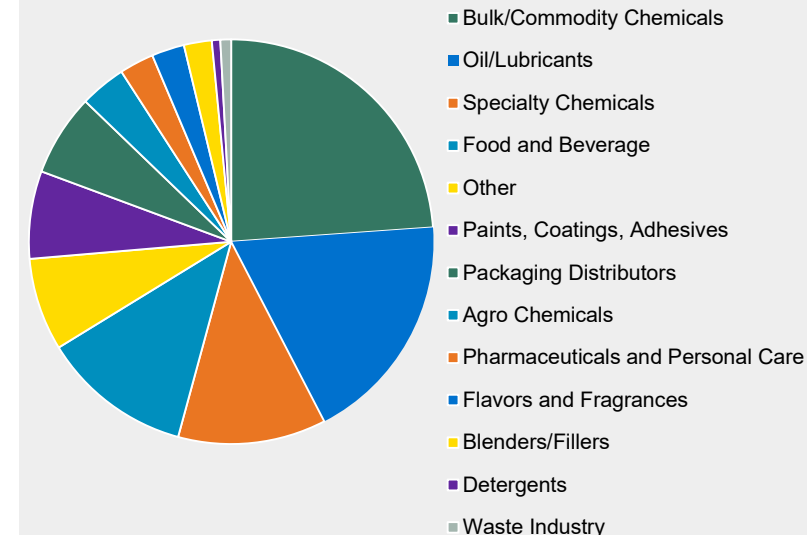
## 2018 Net Sales By Geography



## 2018 Revenue Mix



## 2018 Revenue by End Market



<sup>1</sup> Includes packaging accessories, filling, reconditioning, water bottles, pails and other miscellaneous

**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

# RIPS: ongoing efforts to enhance margins

## Price adjustment mechanism (PAM) refreshed

- **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



## Reconditioning overview

- 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

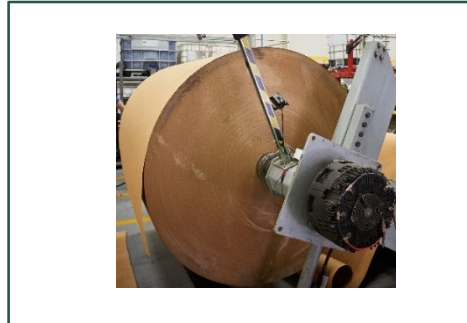
# PPS: broad portfolio of paper products

**Recovered Fiber**

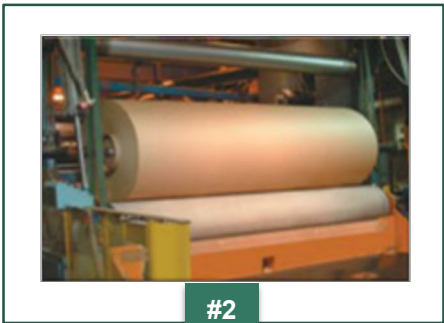


## Mills

### Containerboard



### Uncoated Recycled Paperboard



### Coated Recycled Paperboard



## Converting

### Corrugated Products



### Tube & Core



### Consumer Packaging



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

# PPS: highlights and differentiation

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

Revenue	\$2,274
Adjusted EBITDA <sup>2</sup>	\$412
Adjusted EBITDA margin	18.1%

## 2019 Net Sales By Geography



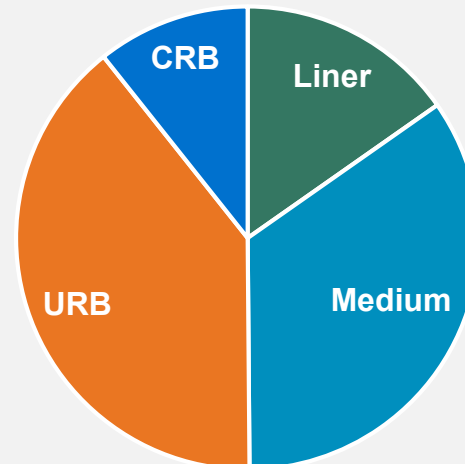
## Highlights and Capabilities

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

## Differentiation

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

## 2019 Mill Product Mix



## End Markets

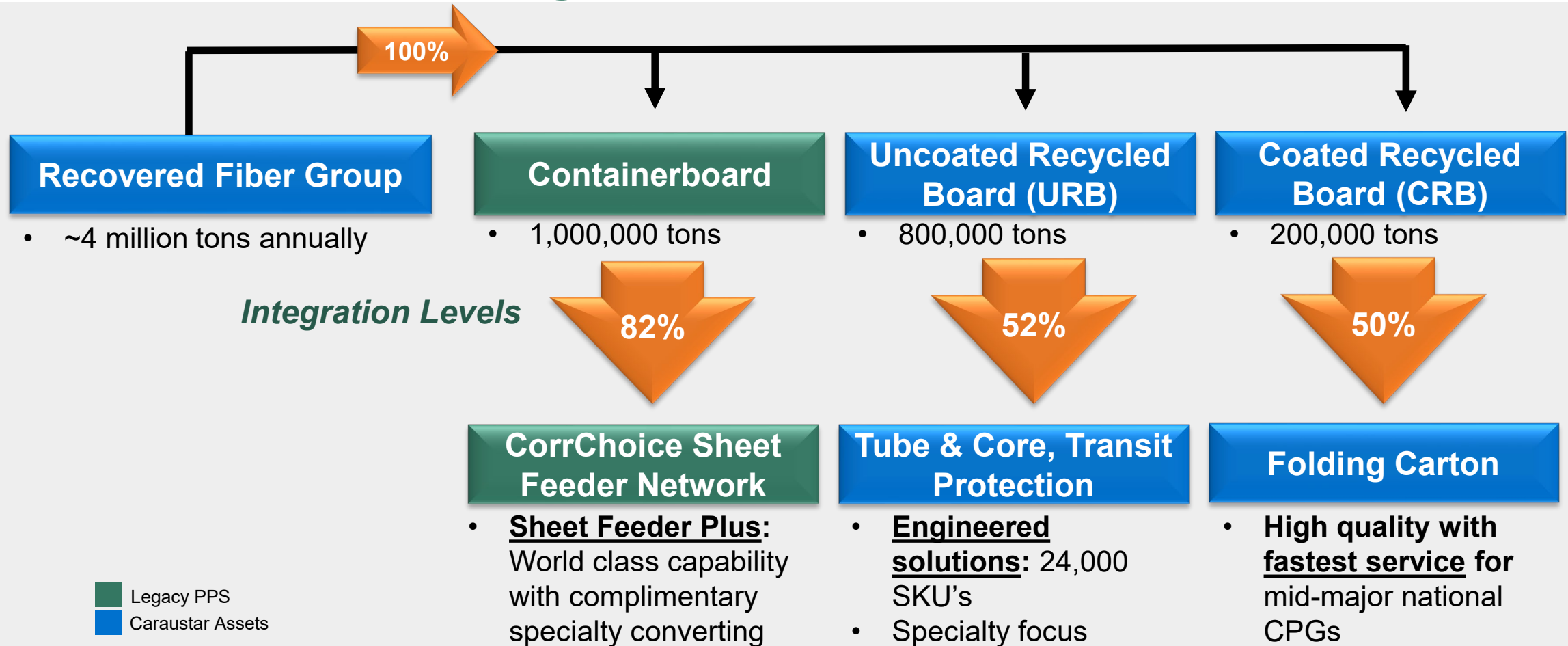
- Containerboard serves a variety of industrial and consumer needs
- URB serves predominantly industrial end markets
- CRB serves predominantly consumer end markets

<sup>1</sup> 2018 actual results plus one full year of run rate Caraustar contribution

<sup>2</sup> No reconciliation of the fiscal year 2019 Pro Forma Adjusted EBITDA is included in this presentation because, due to the high variability and difficulty in making accurate forecasts and projections of some of the excluded information, together with some of the excluded information not being ascertainable or accessible, we are unable to quantify certain amounts that would be required to be included in the most directly comparable GAAP financial measure without unreasonable efforts.



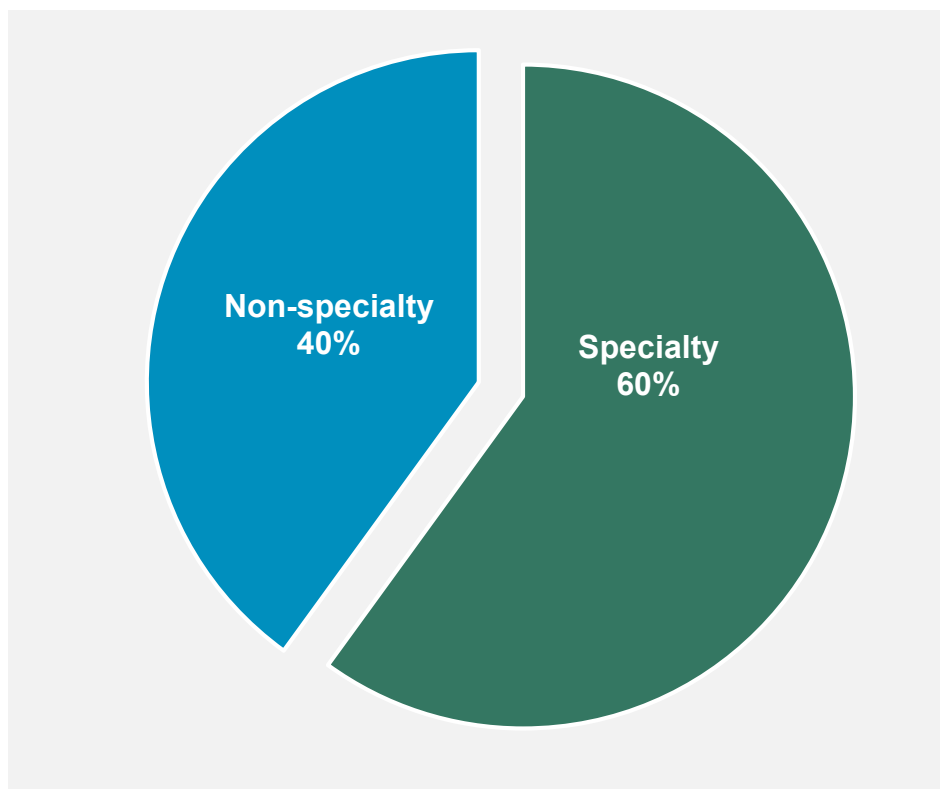
# PPS: expanded, integrated and national paper network



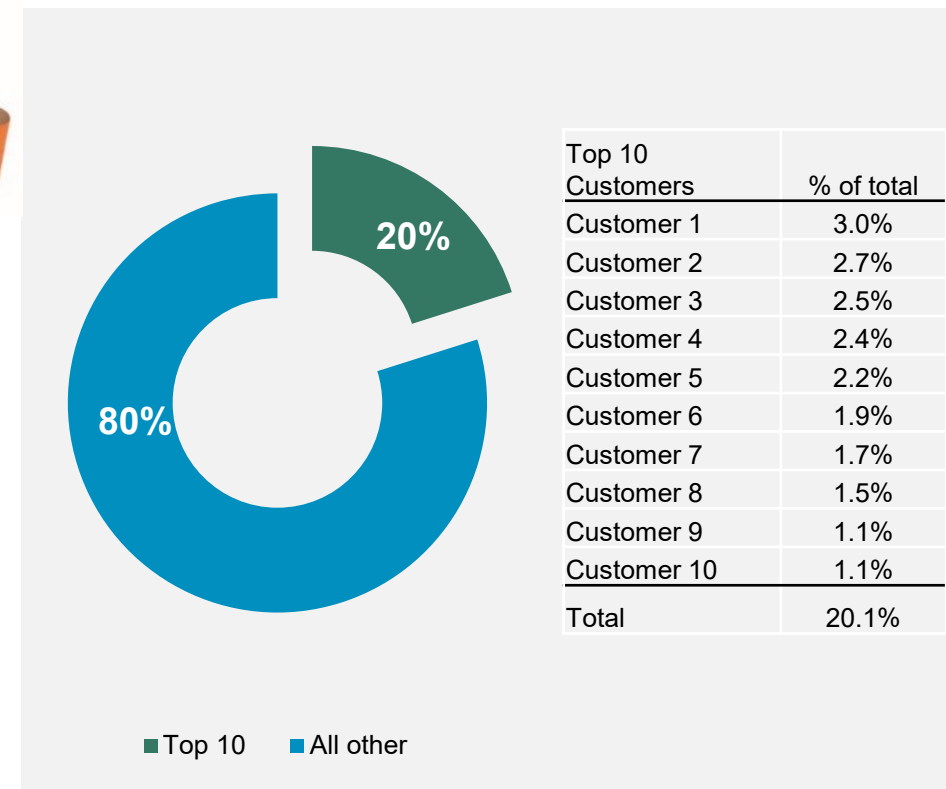
**PPS is a full service network providing a broad range of grades and services**

# PPS: IPG specialty focus with low customer concentration

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



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



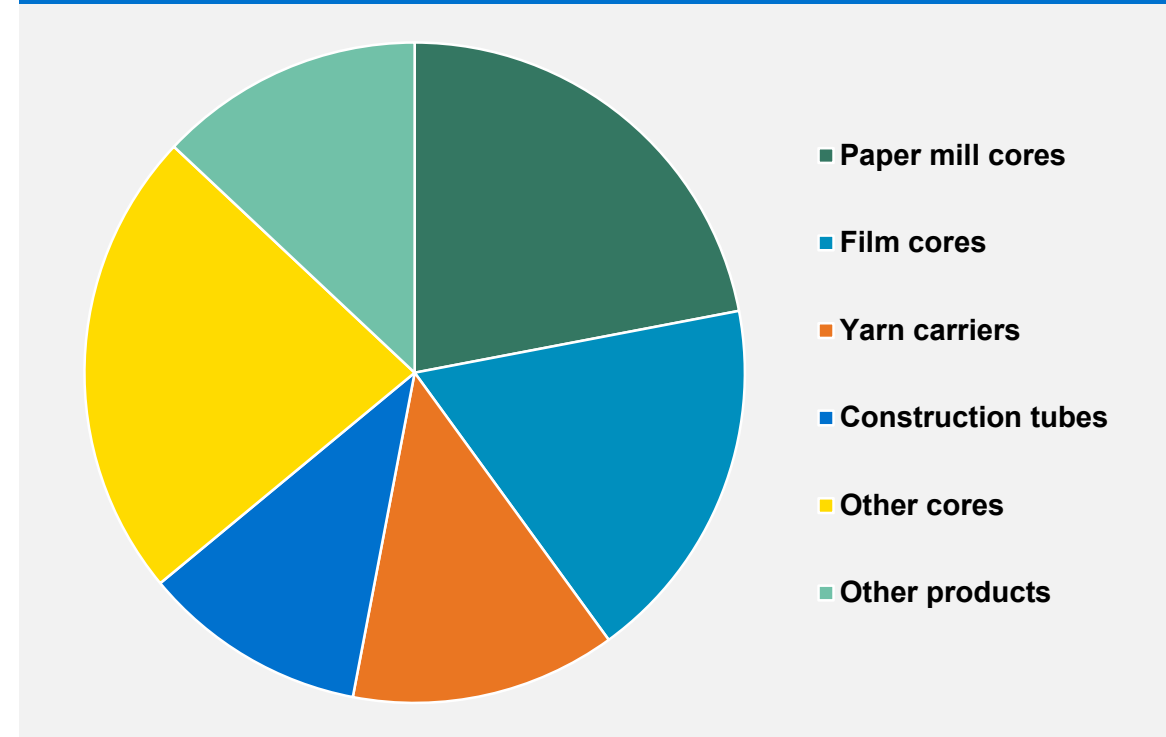
**IPG manufactures defensible, cost advantaged products with low substitution risk**

<sup>1</sup> Sales for the TTM end 9/30/2018

# 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%<sup>2</sup>

Tube/core revenue by end market<sup>1</sup>



**IPG manufactures defensible, cost advantaged products with low substitution risk**

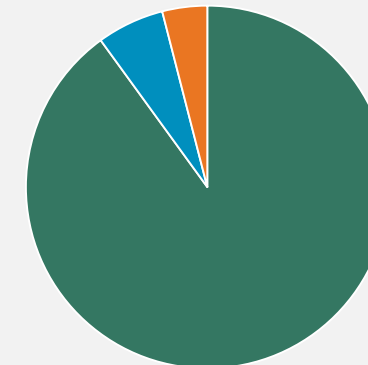
# PPS: CPG opportunity to grow with differentiated service in the middle market



- 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)

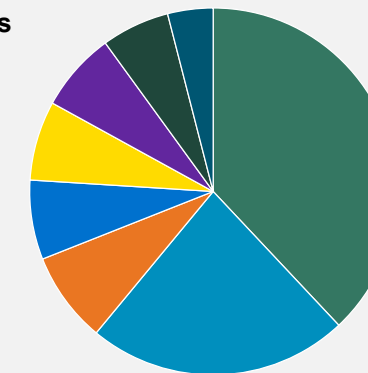
## Revenue by product<sup>1</sup>

- Folding carton
- Food service
- Rigid box



## Revenue by end market<sup>1</sup>

- Frozen & perishable foods
- House/ Hardware/ Foods
- Dry foods
- Food service
- Pharma & healthcare
- Candy & confectionery
- Pet food
- Other

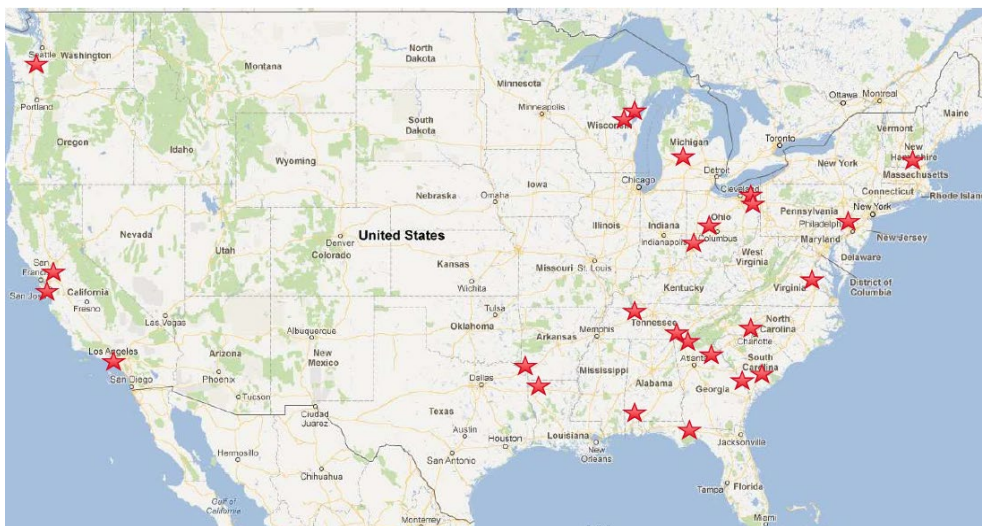


**The Consumer Products Group benefits from the consumer war on plastics**

<sup>1</sup> Sales for the TTM end 9/30/2018

# PPS: Recovered Fiber Group

## National footprint

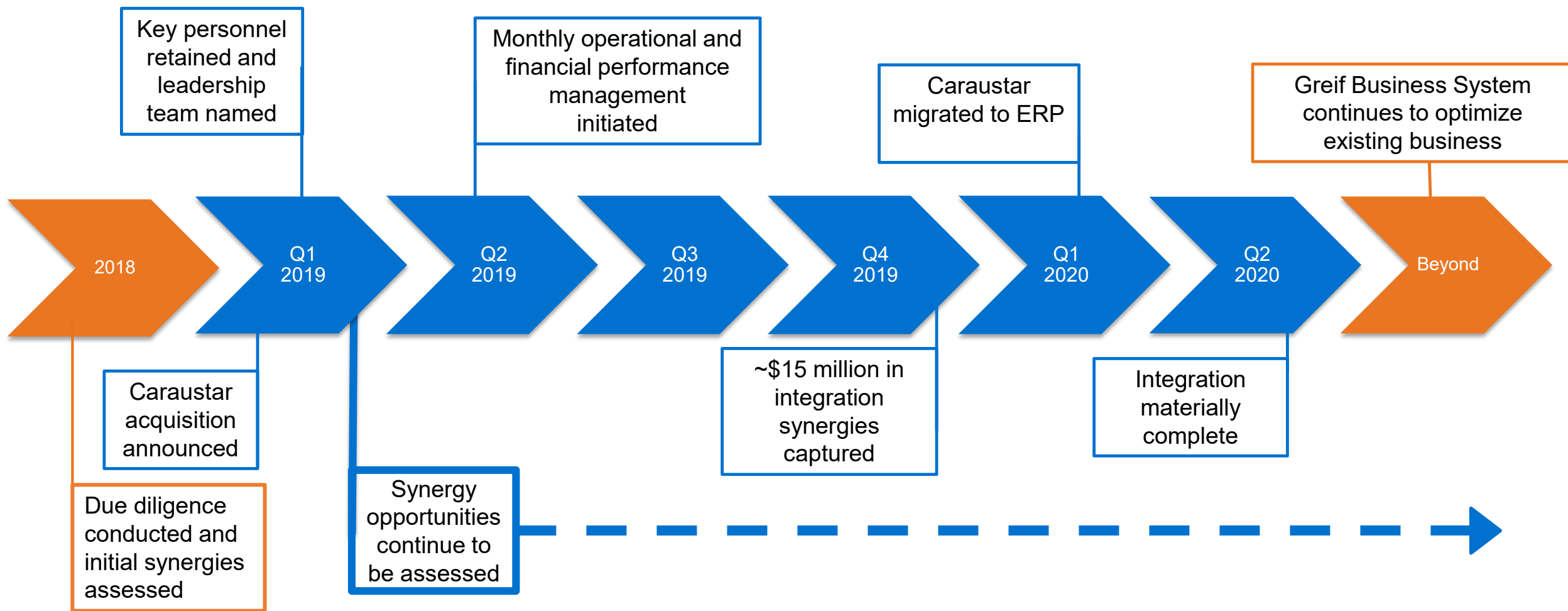


## Business Overview and Opportunities

- 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**

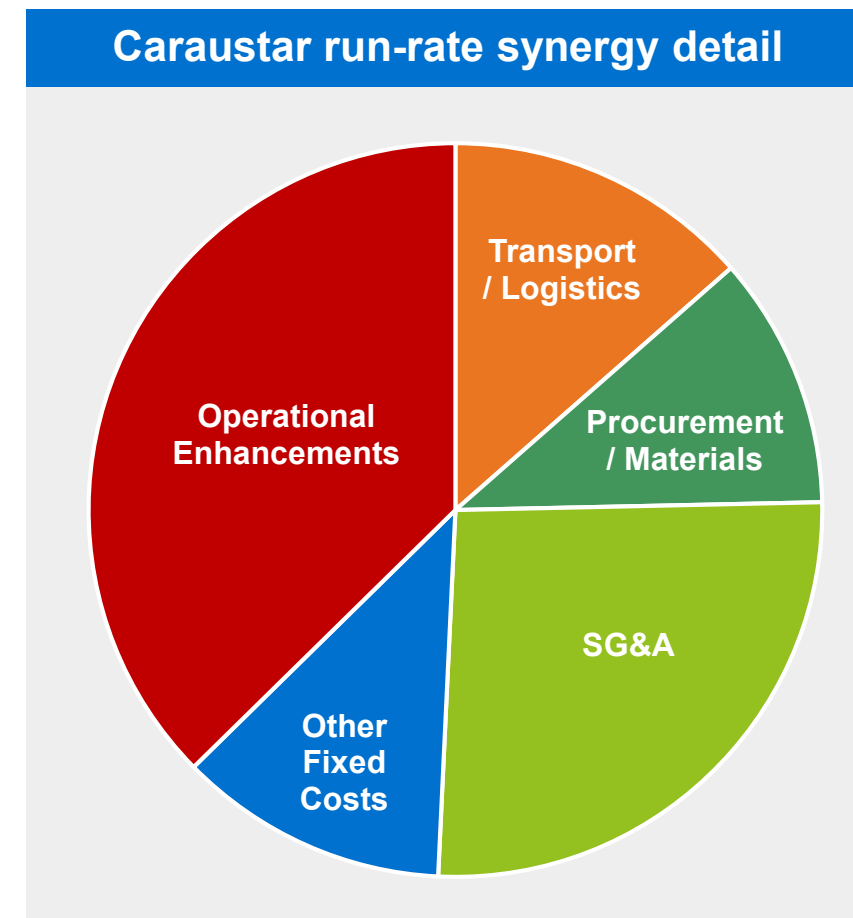
# PPS: Caraustar integration on schedule



**Caraustar integration expected to be materially complete in Q2 FY20**

# PPS: unlocking value through Caraustar synergies

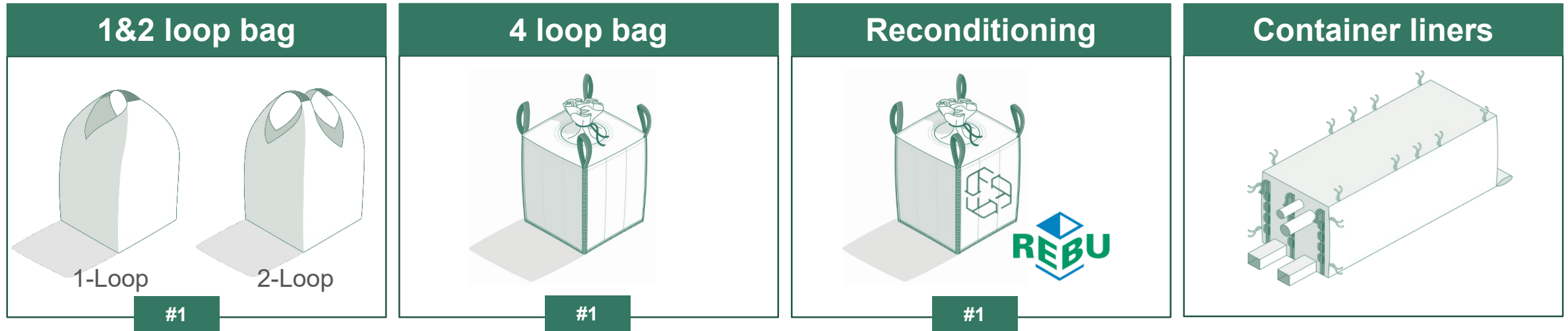
Synergy	Detail
 <b>Operational Enhancements</b>	<ul style="list-style-type: none"> <li>• Cross-selling opportunities with existing containerboard customers</li> <li>• Integrating URB volumes into legacy Greif converting network</li> <li>• Integrating heavy weight linerboard into the CorrChoice network</li> </ul>
 <b>SG&amp;A</b>	<ul style="list-style-type: none"> <li>• Leveraging Greif centralized functions (i.e., shared services)</li> <li>• Optimizing back-office processes</li> </ul>
 <b>Transportation / Logistics</b>	<ul style="list-style-type: none"> <li>• Savings on freight lanes underway on 1,200+ lanes</li> <li>• Evaluating opportunities within RIPS North America</li> </ul>
 <b>Procurement / Materials</b>	<ul style="list-style-type: none"> <li>• Renegotiating agreements for combined spend</li> <li>• Aligning payment terms</li> </ul>
 <b>Other Fixed Costs</b>	<ul style="list-style-type: none"> <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**

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



# FPS: highlights and differentiation

## 2018 Financials (\$M)

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

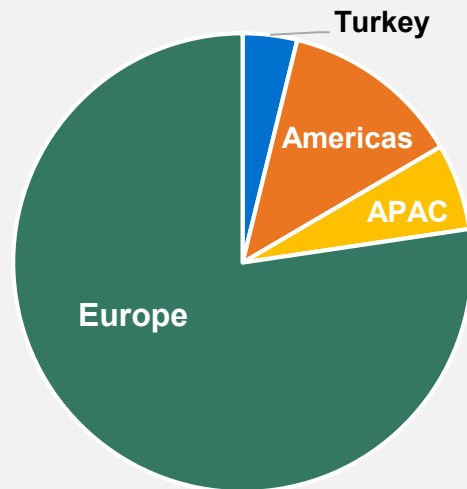
## Highlights and Capabilities

- 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

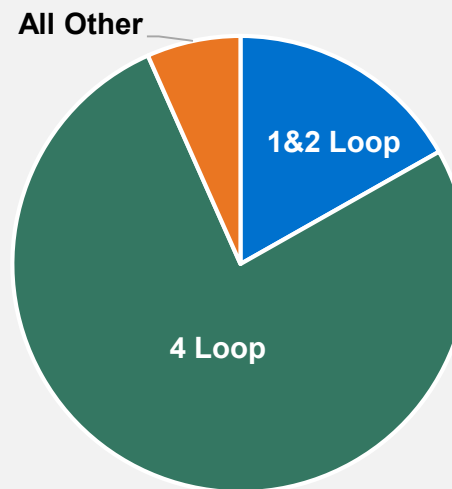
## Differentiation

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

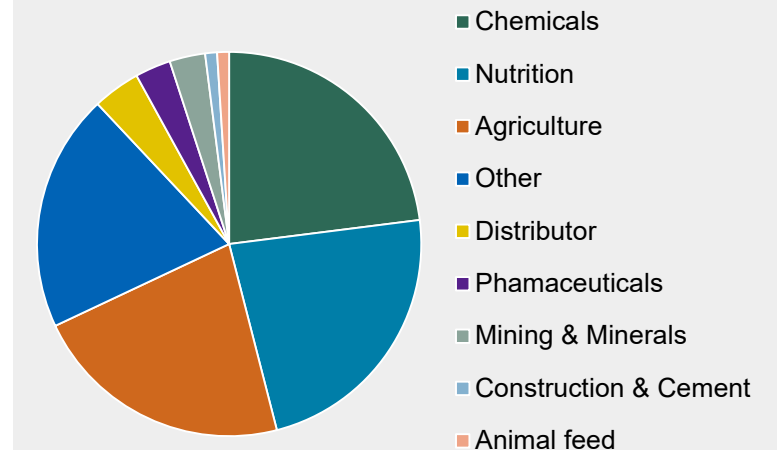
## 2018 Net Sales By Geographies



## 2018 Revenue Mix

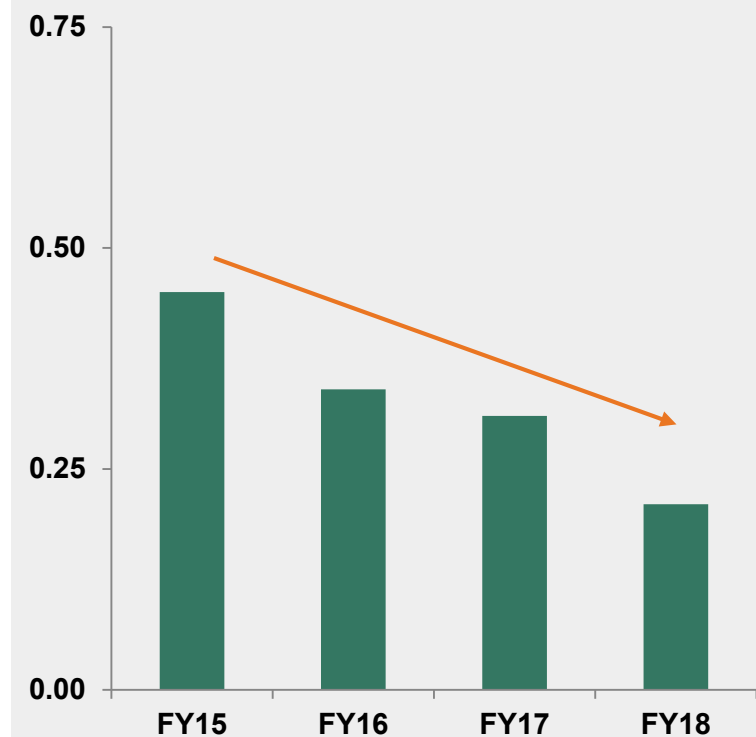


## 2018 Revenue by End Market

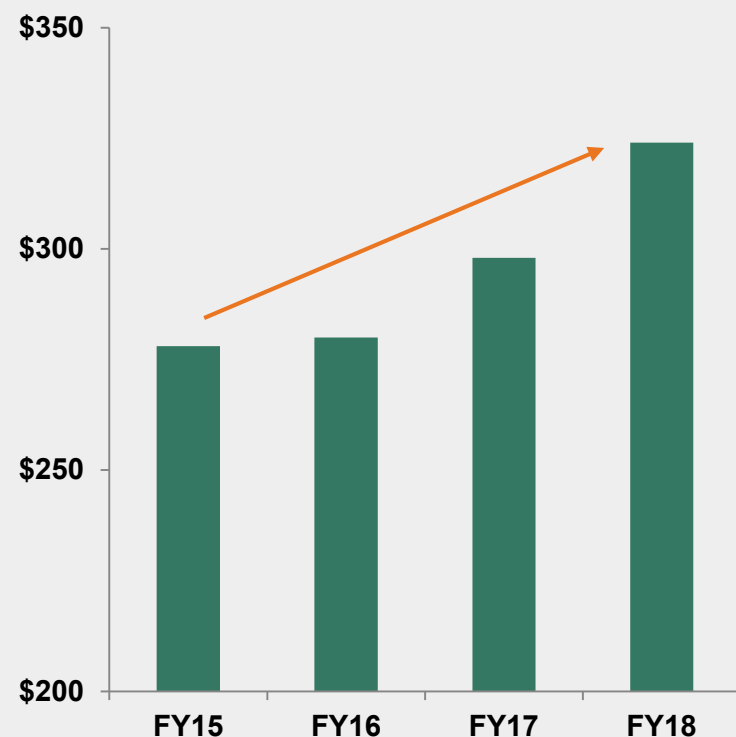


# FPS: significantly improved all aspects of the business

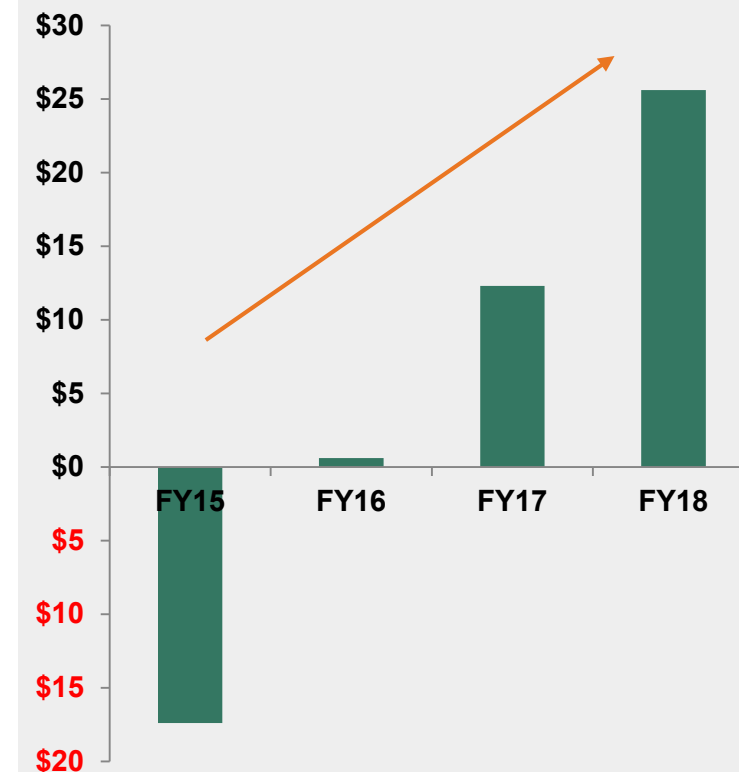
## Medical Case Rate



## Net Sales (\$M)



## Adj. EBITDA Evolution (\$M)



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

# GREIF®

PACKAGING SUCCESS TOGETHER™

## Why invest in Greif?

# Demonstrated improvement with significant achievement across all strategic priorities

1

## Engaged teams

- 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

2

## 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

<sup>1</sup> Difference between 2015 to 2018

<sup>2</sup> Trailing 4 quarter ended Q3'19 vs Q3'17

# 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 2030<sup>1</sup>
- 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



- Heightened attention toward food safety and transportation



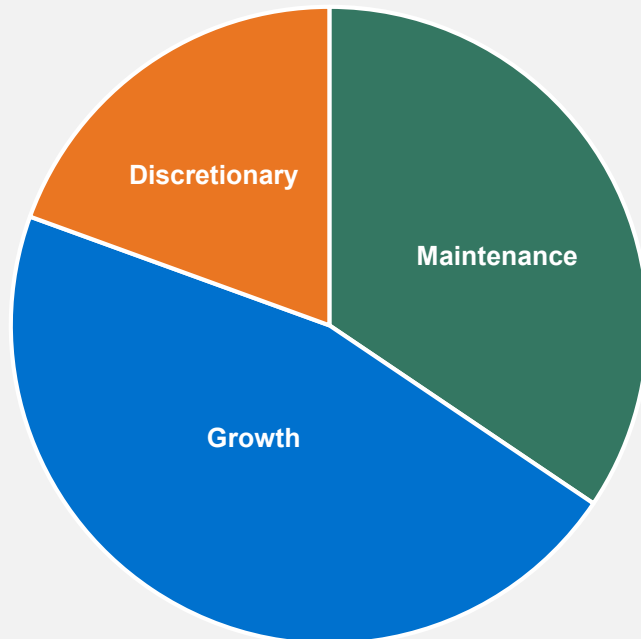
Significant chemical expansion to support global growth



- >\$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

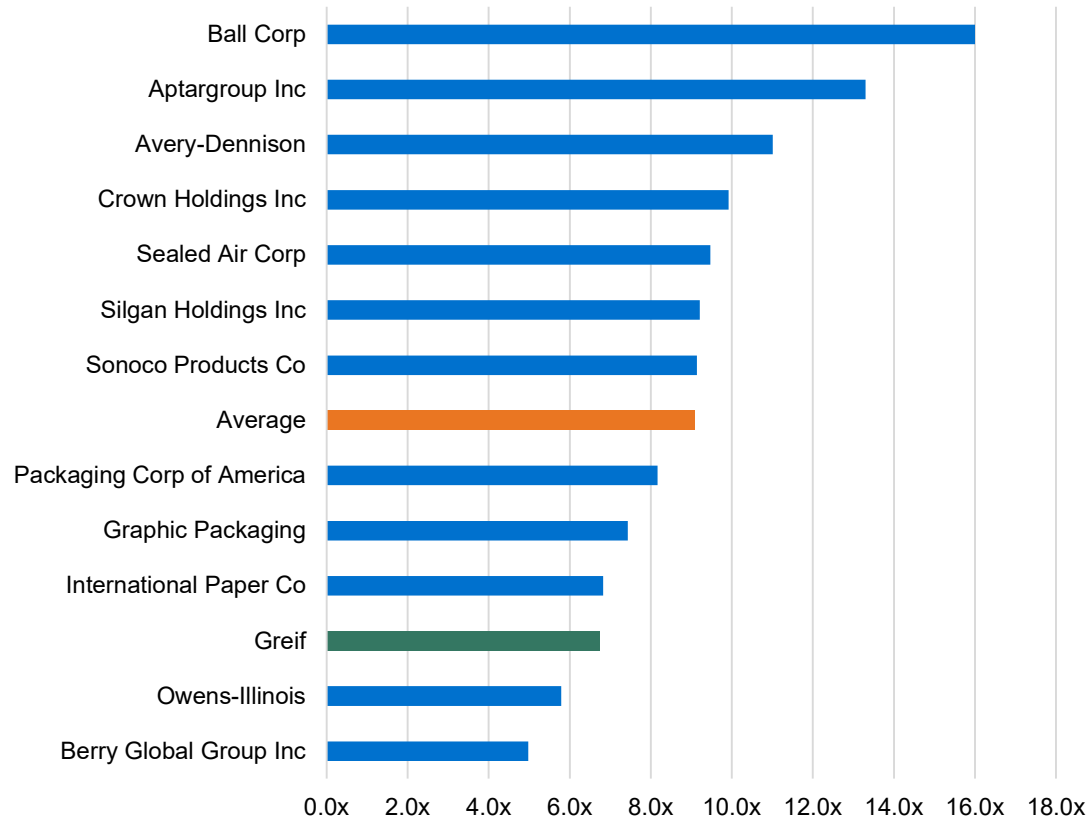
### Return capital to shareholders

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

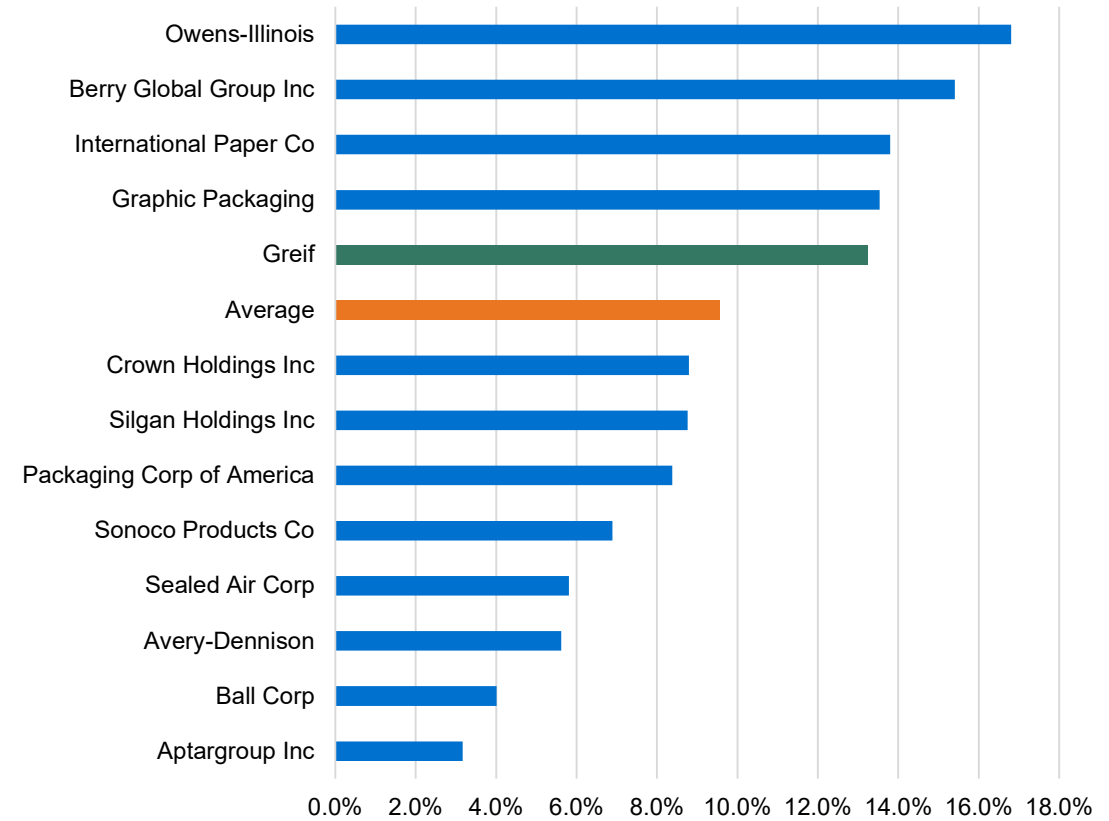
<sup>1</sup> Legacy Greif business. Discretionary capex refers to portfolio wide projects (e.g. IT system upgrades, etc.)

# Compelling valuation compared to packaging peers

## Forward EV/EBITDA



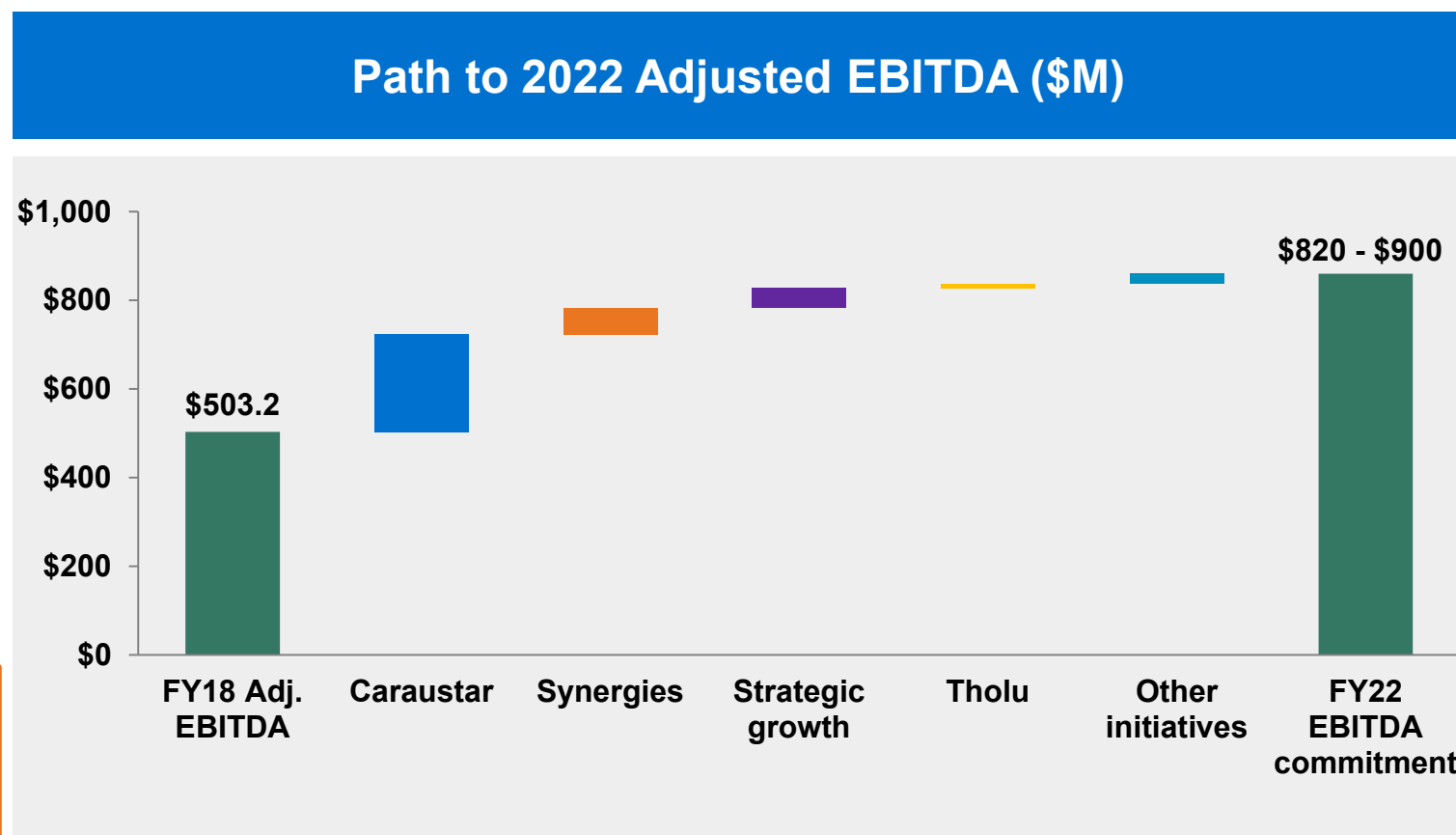
## 2020 FCF Yield



Note: Data sourced from IR Insight as of Sept 9, 2019

# 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	
<b>Total Company</b>	<b>\$820 – \$900</b>	<b>\$410 – \$450</b>



**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**



**GREIF**<sup>®</sup>

PACKAGING SUCCESS TOGETHER™

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

<sup>1</sup> Trailing 4 quarter ended Q3'19 vs Q3'17

# Land: highlights and differentiation

## Highlights

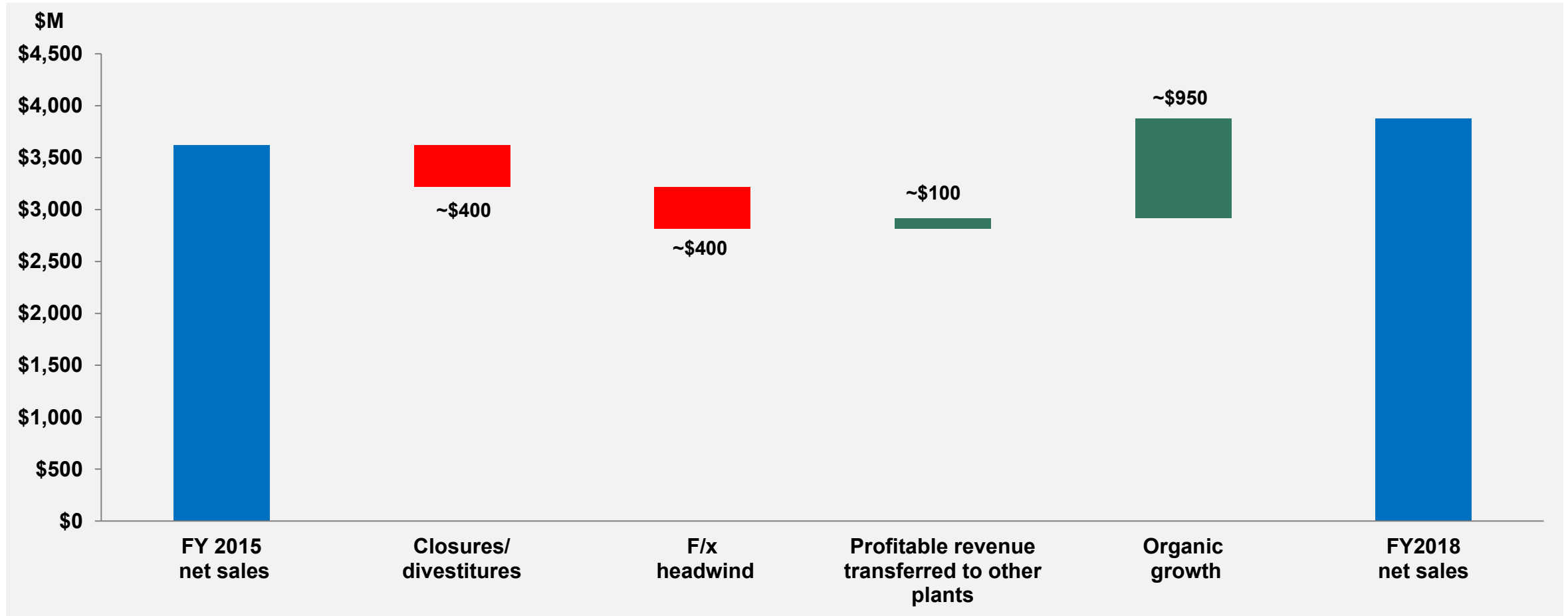
- ~250,000 acres in Louisiana, Mississippi, and Alabama
- Steady cash flows with minimal capital reinvestment
- Valued at \$1,700 - \$2,100/acre



## 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

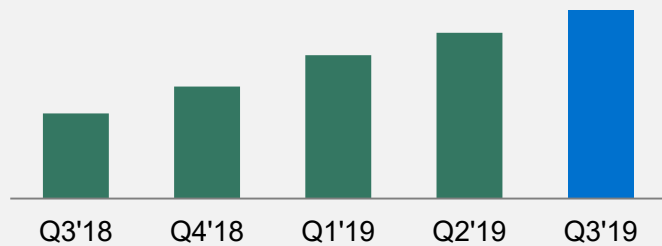


**Sales have grown despite F/x headwinds and the divestiture of 53 non-core/underperforming assets**

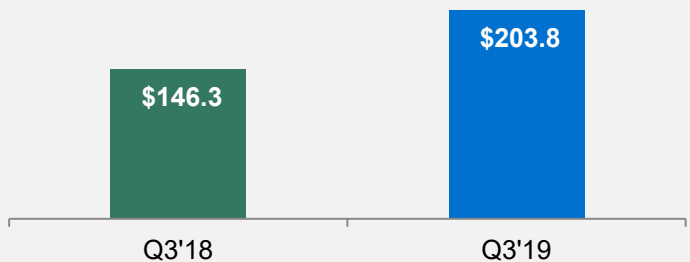
# Third Quarter Fiscal Year (FY) 2019 summary

## Key performance statistics

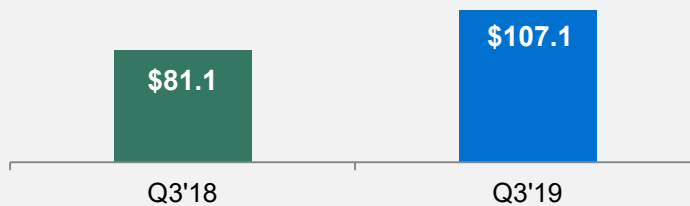
### Trailing 12 mos Customer Satisfaction Index



### Adjusted EBITDA<sup>1</sup> (\$M)



### Adjusted Free Cash Flow<sup>1</sup> (\$M)



## 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**

<sup>1</sup> A summary of all special items that are included in Adjusted EBITDA and Adjusted Class A earnings per share is set forth in the appendix of this presentation.

**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.

# 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
- 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

# GAAP to Non-GAAP Reconciliation:

## Reconciliation of Operating Profit to Adjusted EBITDA

\$Millions

<i>(in millions)</i>	Twelve months ended October 31,			
	2018	2017	2016	2015
<b>Operating profit</b>	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
<b>EBITDA</b>	<b>480.7</b>	<b>382.9</b>	<b>345.1</b>	<b>325.0</b>
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)
<b>Adjusted EBITDA</b>	<b>503.2</b>	<b>445.5</b>	<b>427.8</b>	<b>393.5</b>



# GAAP to Non-GAAP Reconciliation:

## 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	\$ 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

Note:

1. all data pulled from 10-Q, 8-K
2. this is for QTD results only



PACKAGING SUCCESS TOGETHER™

# GAAP to Non-GAAP Reconciliation:

## Net Income and Adjusted Class A Earnings Per Share

\$Millions and \$/sh

	2018		2017		2016		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)	(0.08)
Venezuela devaluation of inventory on cost of products sold	-	-	-	-	-	-	9.3	0.16
Adjusted Earnings and EPS	<b>208.7</b>	<b>3.53</b>	<b>173.1</b>	<b>2.96</b>	<b>143.5</b>	<b>2.44</b>	<b>127.7</b>	<b>2.18</b>

# GAAP to Non-GAAP Reconciliation:

## Reconciliation of FPS Operating Profit to Adjusted EBITDA

\$Millions

<i>(in millions)</i>	2018	2017	2016	2015
<b>Flexible Products &amp; Services</b>				
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
<b>EBITDA</b>	<b>\$ 25.7</b>	<b>\$ 11.1</b>	<b>\$ (11.3)</b>	<b>\$ (29.9)</b>
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
<b>Adjusted EBITDA</b>	<b>\$ 25.6</b>	<b>\$ 12.3</b>	<b>\$ 0.6</b>	<b>\$ (17.4)</b>

# GAAP to Non-GAAP Reconciliation:

## Reconciliation of FPS Operating Profit to Adjusted EBITDA

\$Millions

(in millions)	Twelve months ended October 31,	
	2018	2017
<b>Operating profit:</b>		
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
<b>Restructuring charges:</b>		
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
<b>Acquisition-related costs:</b>		
Rigid Industrial Packaging & Services	\$ 0.7	\$ 0.5
Paper Packaging & Services	—	0.2
Total acquisition-related costs	\$ 0.7	\$ 0.7
<b>Non-cash asset impairment charges:</b>		
Rigid Industrial Packaging & Services	\$ 8.3	\$ 20.5
Flexible Products & Services	—	0.3
Total non-cash asset impairment charges	\$ 8.3	\$ 20.8
<b>(Gain) loss on disposal of properties, plants, equipment and businesses, net:</b>		
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
<b>Operating profit before special items:</b>		
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
Total operating profit before special items	\$ 391.7	\$ 335.0

	Twelve months ended October 31,	
	2016	2015
<b>Operating profit (loss):</b>		
Rigid Industrial Packaging & Services	\$ 143.9	\$ 86.4
Paper Packaging & Services	89.1	109.3
Flexible Products & Services	(15.5)	(36.6)
Land Management	8.1	33.7
Total operating profit (loss)	225.6	192.8
<b>Restructuring charges:</b>		
Rigid Industrial Packaging & Services	19.0	29.6
Paper Packaging & Services	1.5	2.2
Flexible Products & Services	6.3	8.1
Land Management	0.1	0.1
Total restructuring charges	26.9	40.0
<b>Acquisition-related costs:</b>		
Rigid Industrial Packaging & Services	0.2	0.3
Total acquisition-related costs	0.2	0.3
<b>Timberland gains:</b>		
Land Management	—	(24.3)
Total timberland gains	—	(24.3)
<b>Non-cash asset impairment charges:</b>		
Rigid Industrial Packaging & Services	43.3	43.4
Paper Packaging & Services	1.5	0.8
Flexible Products & Services	6.6	1.7
Total non-cash asset impairment charges	51.4	45.9
<b>(Gain) loss on disposal of properties, plants, equipment and businesses, net:</b>		
Rigid Industrial Packaging & Services	7.3	2.7
Paper Packaging	(0.4)	(0.5)
Flexible Products & Services	(1.0)	2.7
Land Management	(1.7)	(2.7)
Total (gain) loss on disposal of properties, plants, equipment and businesses, net	4.2	2.2
<b>Impact of Venezuela devaluation on cost of products sold</b>		
Rigid Industrial Packaging & Services	—	9.3
Total Impact of Venezuela devaluation on cost of products sold	—	9.3
<b>Operating profit (loss) before special items:</b>		
Rigid Industrial Packaging & Services	213.7	171.7
Paper Packaging & Services	91.7	111.8
Flexible Products & Services	(3.6)	(24.1)
Land Management	6.5	6.8
Total operating profit (loss) before special items	\$ 308.3	\$ 266.2

<sup>(14)</sup>Operating profit (loss) before special items is defined as operating profit (loss), plus restructuring charges, plus acquisition-related costs, plus non-cash pension settlement charge, plus non-cash impairment charges, less gain on disposal of properties, plants, equipment, net.

# GAAP to Non-GAAP Reconciliation:

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%

# GAAP to Non-GAAP reconciliation:

## Reconciliation of Q3 Net Income to Adjusted EBITDA

\$Millions

(in millions)	Three months ended July 31,		Nine months ended July 31,	
	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

<sup>(12)</sup> Adjusted EBITDA is defined as net income, plus interest expense, net, including debt extinguishment charges, plus income tax expense, plus depreciation, depletion and amortization expense, plus restructuring charges, plus acquisition-related costs, plus non-cash impairment charges, plus non-cash pension settlement charges, less (gain) loss on disposal of properties, plants, equipment and businesses, net.

# GAAP to Non-GAAP reconciliation:

## 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

<i>(in millions)</i>	Three months ended July 31,		Nine months ended July 31,	
	2019	2018	2019	2018
<b>Net cash provided by operating activities</b>	\$ 141.5	\$ 51.3	\$ 194.1	\$ 55.8
Cash paid for purchases of properties, plants and equipment	(40.2)	(35.7)	(103.8)	(92.0)
<b>Free cash flow</b>	\$ 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
<b>Adjusted free cash flow</b>	\$ 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.

<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.

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

<i>(in millions)</i>	Fiscal 2019 Guidance Range	
	Scenario 1	Scenario 2
<b>Net cash provided by operating activities</b>	\$ 344.9	\$ 384.9
Cash paid for purchases of properties, plants and equipment	(150.0)	(170.0)
<b>Free cash flow</b>	\$ 194.9	\$ 214.9
Cash paid for acquisition-related costs	30.0	30.0
Cash paid for debt issuance costs	5.1	5.1
<b>Adjusted free cash flow</b>	\$ 230.0	\$ 250.0