

An aerial photograph of a scenic landscape. On the left, a steep, rocky mountain slope features a waterfall cascading down. A paved road with yellow dashed lines winds along the base of the mountain, curving towards the right. To the right of the road is a calm, deep blue body of water, likely a fjord. The background shows more forested mountains under a clear sky. The text "A global sustainability frontrunner with a proud Nordic heritage" is overlaid in white on the left side of the image.

# A global sustainability frontrunner with a proud Nordic heritage

JANUARY 10, 2024  
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# Elopak plays a key part in solving the sustainability challenge

- ▶ In a world with ever-increasing sustainability demands, we secure distribution of sustainable, liquid packaging
- ▶ The plastic-to-carton conversion is essential for meeting customers' sustainability commitments and consumers' expectations
- ▶ Elopak is well-positioned to meet the challenges and leverage on the opportunities ahead





We're in the  
business of  
protecting  
essential  
commodities



We're in the  
business of  
enabling world  
nutrition





We're in the  
business of  
replacing  
plastics



# Elopak at a glance

The world's largest player in fresh liquid carton packaging

14 billion cartons produced in 2022

Sales to 70+ markets

2,600 employees

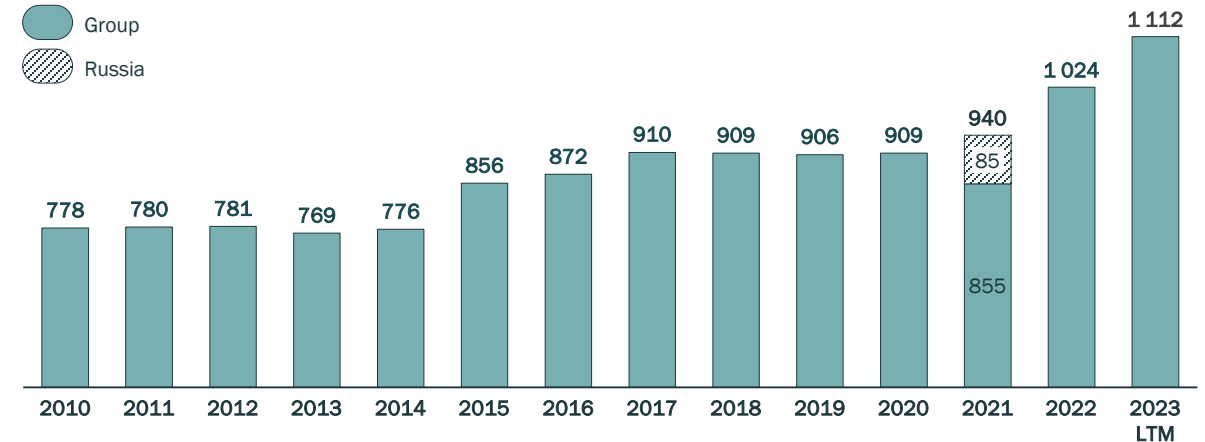
11 manufacturing sites

Product suite with more than 400 SKUs

Preferred choice among customers since 1957



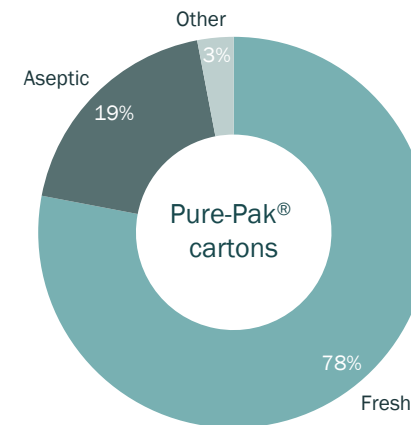
## Historical revenue development<sup>1</sup>



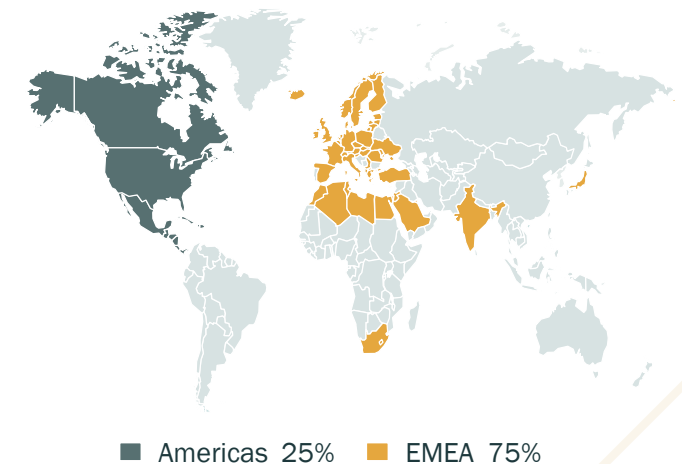
Source: Company information, management accounts

1) Different accounting standards make figures not comparable between years. 2021 reworked for discontinued operations in Russia.

## Revenue end markets FY22



## Revenue by region FY22

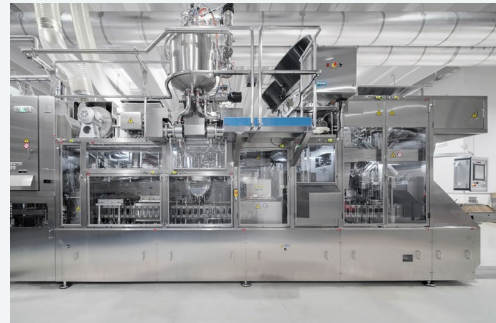


# Full-service platform known for quality and innovation

Elopak's full service offering covers the entire customer journey with frequent touch points

## Filling machines

State-of-the-art offerings across segments



Revenue share:  $\approx 5\%$

## Packaging solutions

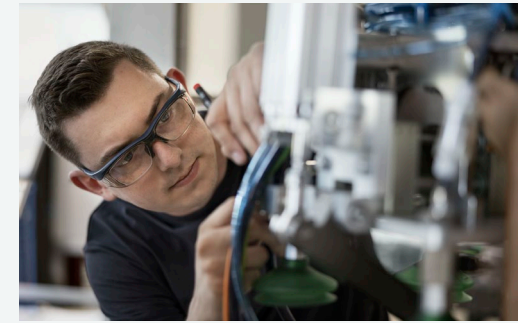
Known for quality and innovation



Revenue share:  $\approx 90\%$

## Aftermarket services

Value-added aftermarket support



Revenue share:  $\approx 5\%$

# Five profitable growth drivers steer Elopak's future direction



Sustainability-driven growth strategy



## Leveraging the vast opportunities found in Americas

- ▶ Americas total fresh liquid carton market is massive: ~ 1.6 EURb<sup>1)</sup>
- ▶ Elopak started gaining market share in recent years:
  - 2015: New plant in Montreal
  - 2021: Implementing new strategy
- ▶ Delivering to the largest juice fillers in the US

1) Source: Company research



## New production plant in the US - a landmark investment for Elopak

- ▶ Significant investment of 70 USDm
- ▶ State-of-the-art technology for better and more efficient production
- ▶ Complements our existing plants in Americas
- ▶ Will produce Pure-Pak® cartons for liquid dairy, juices, plant-based and liquid eggs
- ▶ Location in Little Rock, Arkansas will provide green energy, efficient access to suppliers, and great transportation network

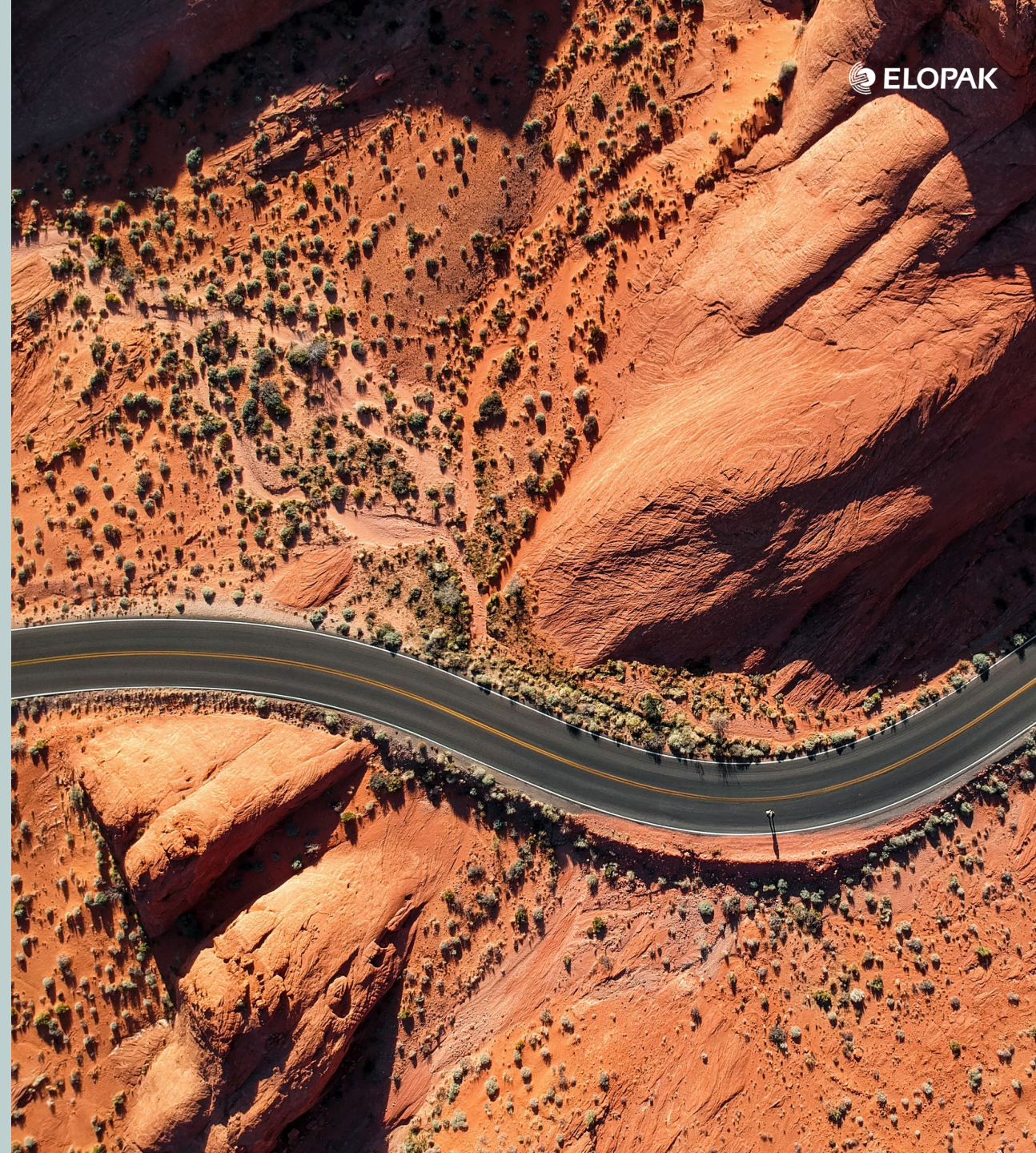




Broaden geographic footprint

## MENA: Delivering profitable growth in an attractive region

- ▶ In 2021, Elopak acquired Naturepak; the leading provider of fresh liquid carton packaging
- ▶ Access to growth markets in an attractive region
- ▶ Provides profitable growth and is an important pillar in Elopak's sustainability-driven growth strategy





Broaden geographic footprint

## India: Leveraging the vast growth opportunities found in the world's largest dairy market

- ▶ Regulatory developments focusing on improving sustainability
  - 2022 ban for selected single-use plastic items
  - Commitment for net zero emissions by 2070
- ▶ Elopak entered the market in 2022 through its joint venture 'GLS Elopak'
- ▶ Setting a standard for reliable product quality with high technical product know-how





Non-food  
carton  
packaging  
market  
is massive:  
~ 2 EURb<sup>1)</sup>



1) Source: Company research



Plastic to carton

## Revolutionizing purchasing of household products through subscribing brands in D-PAK™ cartons

*“We’re always looking for new and exciting ways to innovate our products to be better for the planet and more convenient for our customers, and Elopak’s D-PAK™ carton is an instrumental next step for **smol** to further cut our use of plastic bottles; taking the refill revolution one step forward, starting off with our washing up liquid and fabric conditioner.”*

Nick Green, Co-founder **smol**





# Elopak to target continued profitable growth and a robust capital structure

## Mid-term 3-5 years targets

Revenue growth

2-3% organic growth p.a.  
and selectively pursue M&A opportunities

EBITDA margin

14-15%  
adjusted EBITDA margin

Capex

EUR ~50m p.a.

Dividend policy

~50-60% pay-out ratio  
% of adjusted net profit

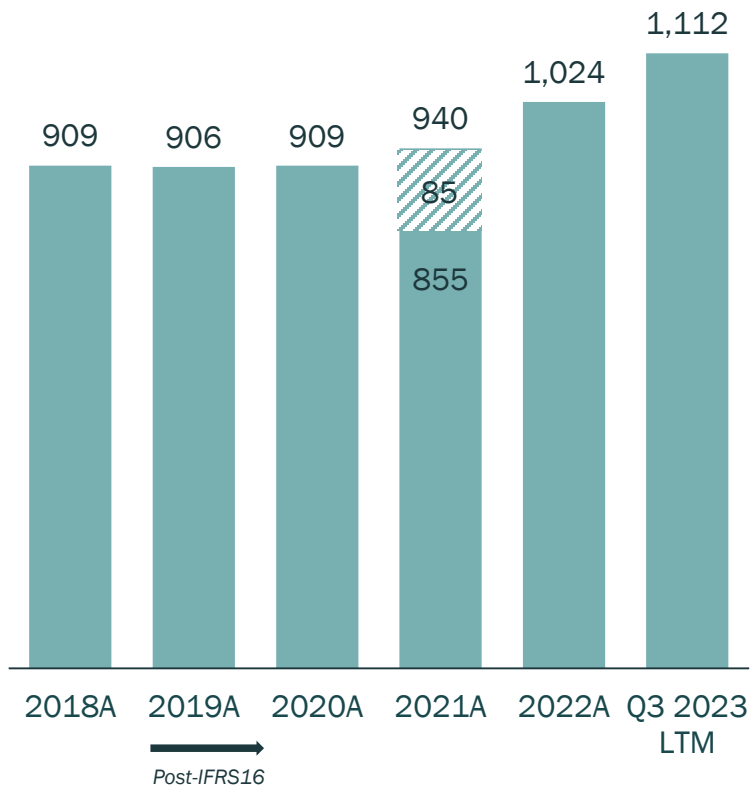
Capital structure

~2.0x  
net debt / adjusted EBITDA mid-term

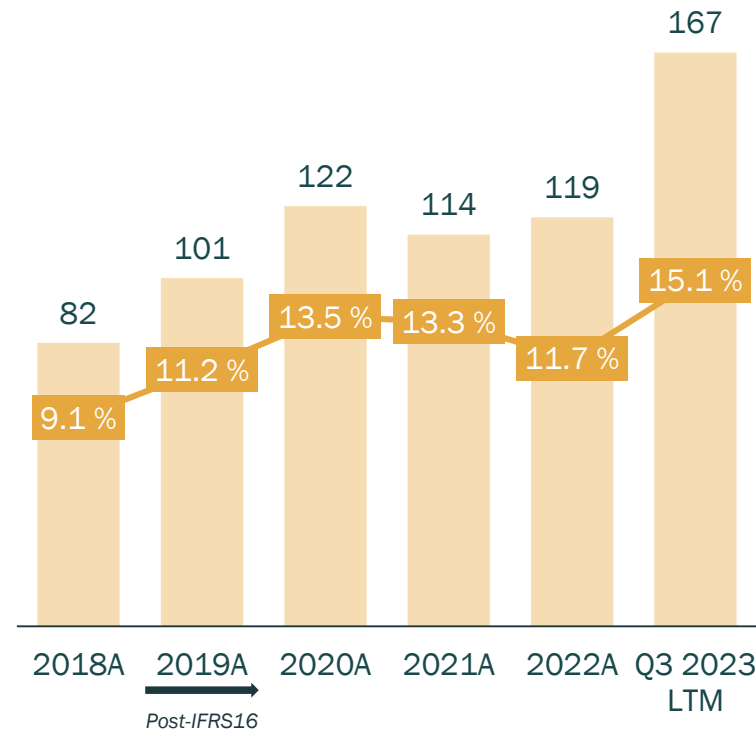


# The company has resilient top line and EBITDA developments

Revenues (EURm)



Adj. EBITDA (EURm) and margin (%)<sup>1</sup>



Source: Company information

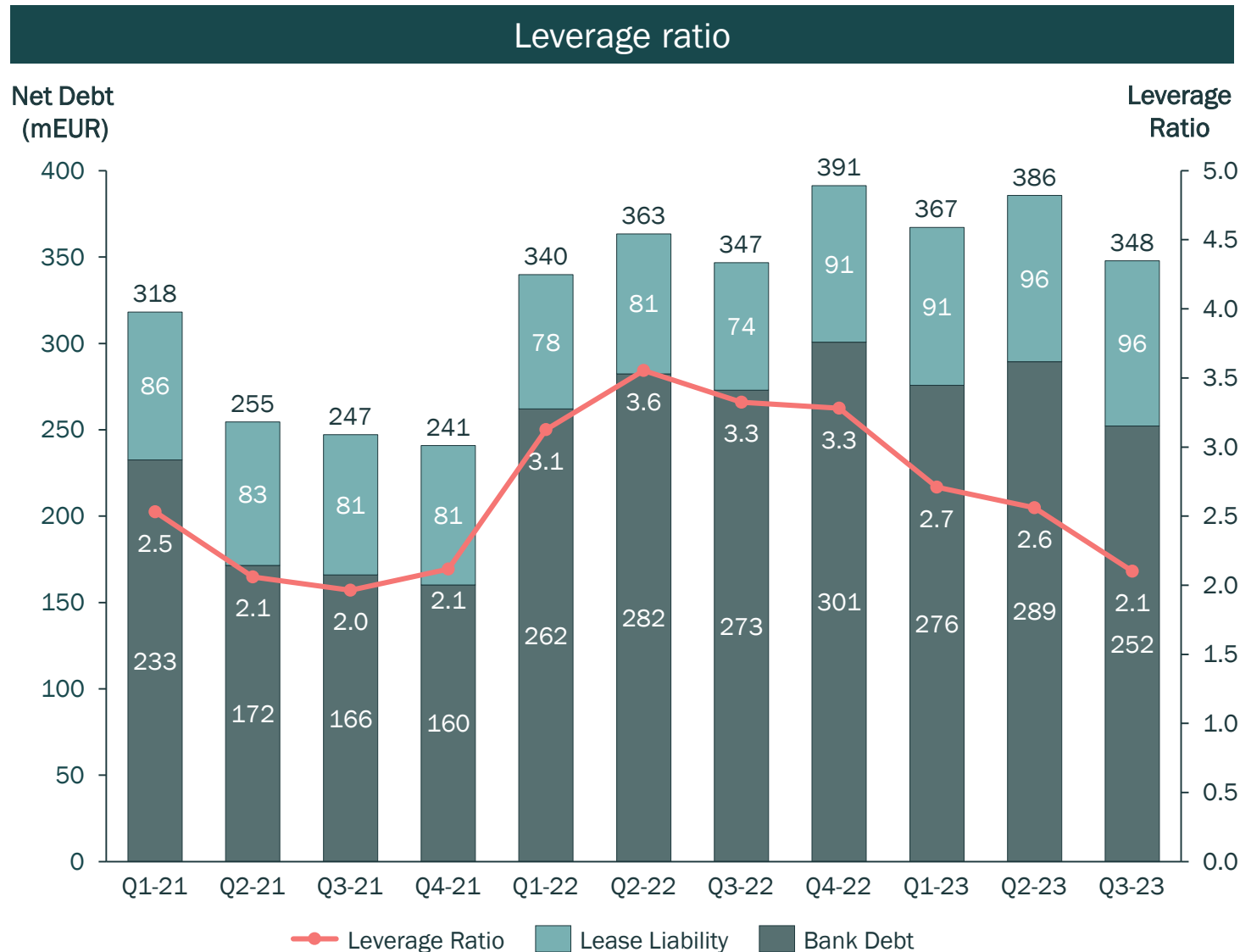
Note: The Group applied IFRS-16 in 1-Jan-2019, therefore 2018 EBITDA is on a pre-IFRS-16 basis, while figures from 2019 and onward reflect the application of IFRS-16. The implementation of IFRS-16 had a positive impact on reported EBITDA of EUR 16m in 2019

<sup>1</sup> Adjusted EBITDA are before items affecting comparability.



# Financial position

Leverage ratio in line with mid-term target of 2.0x



## Key commentary

Net debt of 348 EURm

- Bank debt 252 EURm
- Lease liabilities 96 EURm

Leverage ratio improved from 3.3x at YE 2022 to 2.1x in Q3 mainly from:

- LTM EBITDA increased 47 EURm to 168 EURm
- Lease liability increased 5 EURm from new tethered caps contracts
- Net bank debt decreased 51 EURm from solid cash from operations

Leverage ratio back to same level as prior to Naturepak and GLS acquisitions in line with mid-term target of 2.0x



# Elopak is well-equipped to turn today's challenges into tomorrow's opportunities

- ▶ A global sustainability frontrunner with a proud Nordic heritage
- ▶ Operating in resilient categories fueled by global anti-plastic sentiment
- ▶ Consistent and proven execution on growth and profitability





# Thank you!