

**Script for the Annual General Meeting held on Thursday 8 May 2025 at 10:30 UK time  
at Mercedes-Benz World, Brooklands Drive, Weybridge, KT13 0SL, United Kingdom.**

**Philip Yea**

**Welcome**

Good morning and a warm welcome to Mondi plc's 2025 Annual General Meeting.

My name is Philip Yea, and as Chair of Mondi plc it is my great pleasure to lead the conduct of today's meeting.

**Introductions**

I would like to start by welcoming those of you attending in person today, as well as those who are listening to the meeting through our online platform.

I am joined on the podium by all members of our Board. First on my right we have our executive directors. Starting with Andrew King, our Group Chief Executive. Andrew has been with Mondi for over 20 years, becoming Chief Executive in early 2020. Prior to that he spent 12 years as the Group's Chief Financial Officer. Next to him is Mike Powell, our current Group CFO who has been with us since November 2020.

On my left is Jenny Hampshire, our Company Secretary.

Turning now to our non-executive directors: Starting from the end of the table on my left and moving to my right, they are

- Saki Macozoma;
- Sucheta Govil, who joined us in October last year;
- Stephen Young, Chair of the Audit Committee;
- Sue Clark, Senior Independent Director and Chair of the Remuneration Committee;
- Dame Angela Strank, Chair of the Sustainable Development Committee;
- Svein Richard Brandtzaeg;
- and, finally, Anke Groth, who is our director responsible for undertaking engagement with employees on behalf of the Board.

## **Meeting Structure**

The structure of today's meeting will be as follows:

After a few short introductory words from me, Andrew King will briefly review the Group's performance.

Then following Andrew's review, we will be pleased to take your questions before we move on to the formal business of today's meeting.

## **Delivering on our strategy**

In the past year Mondi faced a complex global landscape marked by significant economic headwinds, persistent political instability, and continuing geopolitical tensions. Against this challenging backdrop, Mondi's unwavering focus on our customers, our people, and our communities, has been all important. This commitment enabled a resilient performance amidst softer levels of demand and a challenging pricing environment. Andrew will shortly talk you through Mondi's 2024 performance in greater detail.

Despite these headwinds, our strategy for creating sustainable value remains firmly anchored in providing high-quality, inherently sustainable packaging and paper products, that address the needs of our customers. Maintaining cost competitiveness through operational excellence underpins this strategy, and we thank our people for their dedication in these demanding times.

The focus of our capital management is to maintain the flexibility to make selected strategic investments whilst supporting dividends throughout the cycle. In 2024, we generated €970 million in cash from operations and our leverage ratio at the end of the year was 1.7 times net debt to underlying EBITDA. This strong financial position allows the Board to recommend a final dividend of 46.67 eurocents per share, resulting in a full year dividend of 70 eurocents per share, thus demonstrating our confidence in our future and our commitment to rewarding shareholders.

We are near the completion of our significant €1.2 billion expansion programme which spans both corrugated and flexible packaging. This program involves increasing capacity, enhancing cost competitiveness, and improving our environmental footprint. Five key projects were concluded and commenced operations in 2024, while a sixth project at Duino in Italy started

operating in April this year. We continue to evaluate further organic growth opportunities within our packaging portfolio.

A key strategic opportunity in our Corrugated Packaging business is to expand our converting footprint to better serve customers and deliver the benefits of greater supply-chain integration with our paper mills. Early in 2024, we explored a combination with DS Smith plc that could have accelerated this. However, value creation is vital, and the Board concluded it was not in our shareholders' best interests to proceed.

Later, in October 2024, we concluded an agreement to acquire the Western Europe Packaging Assets of Schumacher Packaging for €634 million. This acquisition will significantly bolster our corrugated converting capacity and broaden our geographic reach in Northern Europe, notably in Germany. We completed the transaction on 31 March this year and were delighted to welcome our new colleagues to Mondi.

### **Contributing to a better world**

Sustainability remains central to our strategy, and I am sure you are familiar with our MAP2030 framework which sets out Mondi's sustainability targets. We are committed to minimising our environmental impact and to engaging with our stakeholders to help achieve key sustainability goals. These we describe under three headings: circular driven solutions, created by empowered people, and taking action on climate.

Delivering value for our stakeholders relies on a talented and motivated workforce and, together with other members of the Board, I have greatly benefited from visiting our operations during the year.

Keeping people safe is our top priority. Although we are among the safety leaders in our industry, regrettably we experienced a fatality at our Merebank mill during the year. As a Board we were deeply saddened by this incident and our thoughts are with those that have been affected. A key part of our philosophy is to ensure that every incident is fully investigated, and procedures and practices further revised if this can avoid the same or a similar situation recurring.

### **Looking ahead**

Looking to 2025, geopolitical uncertainties and challenging economic conditions persist. However, Mondi's strengths – our sustainable product portfolio, our scale, the quality of our assets, and the commitment of our people through our strong culture – these are all key differentiators. I am confident these will support the delivery of long-term growth, strong cash generation, attractive returns, and thus sustainable value for our shareholders.

With that, I would now like to handover to Andrew King, your Group CEO.

### **Andrew King**

Thank you, Phil, and good morning again to everyone – in the room and online – I very much appreciate your time and continued interest in Mondi.

2024 was once again characterised by difficult trading conditions, with ongoing soft demand, albeit with some improvement on the prior year, and a generally weak pricing environment. In this context, we delivered a resilient performance, with stable profitability excluding some one-off effects which I will explain shortly.

In terms of our strategic development, I am very happy with the progress made.

- As Phil mentioned, we started up five major projects last year. Our focus has now shifted from project delivery to operational and commercial ramp-up to ensure we deliver the expected returns.
- We completed the acquisition of the Hinton pulp mill in Canada, providing us access to a very cost effective wood basket and the option for forward integration into our North American bags network through the potential investment in a new paper machine.
- A further important strategic step was the acquisition of Schumacher Packaging's Western Europe Assets, expanding the geographic coverage of our corrugated packaging network and providing strong integration opportunities with our established and growing containerboard production base.
- In uncoated fine paper, we continue to enjoy market leadership in the two main regions we serve, central Europe and Southern Africa.

Finally, with ongoing strong cash generation, a strong balance sheet and continued confidence in the future of the business, the Board continues to prioritise returns to shareholders.

Our performance in 2024 reflected the resilience of our business model, highlighting our cost competitive, strategically located and integrated assets alongside our ability to adapt with agility to market uncertainties.

EBITDA, earnings per share and return on capital measures were all affected by the significant reduction in the forestry fair value gain and one-off loss associated with the Egyptian currency devaluation.

The business continued to generate good cash and will continue to do so.

I'd now like to come back to our strategic positioning and highlight the progress we are making in delivering on our growth strategy.

We invest in quality assets to drive growth.

Our focus for growth in Corrugated Packaging remains in Europe, where we have the opportunity to leverage our leading market positions and drive integration benefits. Our progress includes:

- Completion of the expansion projects at our Kuopio and Swiecie mills, bringing an extra 110ktpa of cost competitive capacity once fully ramped up.
- Completion of significant expansions at two of our Polish box plants, reinforcing our leading position in this attractive growth market.
- The acquisition of Schumacher Packaging which completed in March this year, and the start up of our recycled containerboard machine at Duino in Italy.

Looking in more detail at the acquisition of Schumacher Packaging, as you can see from the map, it really offers a great fit with our existing asset base in Corrugated Packaging, extending our geographic coverage in converting across Northern Europe, while offering strong integration opportunities with our European containerboard operations in Poland and Italy.

Last month we welcomed the Schumacher team into the Mondi family and look forward to working together to expand our eCommerce and FMCG offering.

In Flexible Packaging, our strategy remains to leverage our global leadership position in kraft paper and paper bags, while developing our selected positions in the most demanding consumer flexibles markets of Europe and North America.

In 2024:

- We successfully started up the new sack kraft paper machine investment in Štětí;
- We completed the investment in a new extrusion line at the same site, increasing our capacity to supply functional barrier papers in support of the drive for more sustainable packaging solutions; and
- We completed the acquisition of Hinton.

The strategy for the uncoated fine paper business remains unchanged. We are focussed on leveraging our market leadership positions in our two regional markets of Central Europe and Southern Africa to continue gaining market share as weaker players withdraw, while driving cost optimisation measures at our operations. The largest current investment project in this business is a new biomass boiler at our cost competitive pulp and containerboard mill in Richard's Bay, South Africa, delivering both cost and sustainability benefits.

As already mentioned, sustainability is at the core of what we do, both in terms of how we make our products, and what products we make.

Currently around 87% of our packaging and paper revenue is from products that are reusable, recyclable or compostable, up from 74% in our 2020 baseline year. All our Corrugated packaging and Uncoated Fine Paper products already meet these criteria. In Flexible Packaging, we currently have sustainable packaging solutions available, or identified and in development, for 97% of our product portfolio based on revenue and are continuing our efforts to develop sustainable solutions for the small number of remaining products.

On empowered people, I again want to thank our fantastic people for their huge dedication, commitment and skills in navigating the last few very volatile years. They have confronted and overcome any number of obstacles to keep delivering for our stakeholders.

Here we quote a key metric we use to measure safety performance, always the top priority for the organisation. We are rightly proud of our safety performance, which puts us very clearly among the industry leaders, but there is always plenty more to do, and we remain fully committed in our goal to eliminate all fatalities and life altering injuries in our organisation.

I've already mentioned how our capex projects are contributing to reductions in the environmental footprint of our operations. There is again more to do to reach our Net-Zero targets by 2050, but we are very clearly on the right track.

As Phil said, Mondi's strengths – our sustainable product portfolio, scale, quality assets, and our people and culture – create a strong platform for our future growth.

- Across our packaging businesses, we remain very confident in the structural growth drivers in the markets we serve.
- Where we choose to play, we have great market leadership positions.
- We pride ourselves in working with our customers to provide innovative and reliable solutions that are sustainable by design.
- We have a well-invested and integrated asset base.
- We have a great track record of delivering these big, complex capex projects on time and budget.

I am confident these will support long-term growth, strong cash generation, attractive returns, and sustainable value for our shareholders.

Before handing back to Phil I wanted to update you on our performance in the first quarter of the year.

This morning we published our Q1 trading update reporting an EBITDA of €290 million. In the quarter, we have seen stronger order books driven by increased demand for our sustainable packaging products. This has supported recent price increases which we expect to come through from the second quarter.

Towards the end of the first quarter, global trade tensions heightened macroeconomic uncertainty. While the direct impact of announced tariffs on our operations is limited, we remain mindful of the potential second order impacts that could affect trade flows, consumer confidence and supply chains.

We remain fully focused on driving our culture of continuous improvement and competitiveness, ramping up our capacity expansion projects and integrating the newly acquired assets from Schumacher Packaging. These actions will enhance our packaging and paper platform enabling us to continue to deliver our high-quality range of sustainable packaging and paper products.

And now, I will hand you back to our Chair, Philip Yea.