

An aerial photograph of a dense green forest, showing various shades of green and the texture of the trees. A large, semi-transparent circular graphic is overlaid on the right side of the image, featuring a pattern of concentric, slightly irregular circles in different shades of green and yellow, resembling a stylized sun or a natural pattern. The text 'Annual General Meeting' is written in a large, white, sans-serif font on the left side of the image.

Annual General Meeting

16 November 2022



Important Information

This Presentation contains the summary information about the current activities of Pact Group Holdings Ltd (Pact) and its subsidiaries (Pact Group). It should be read in conjunction with Pact's other periodic and continuous disclosure announcements lodged with the Australian Securities Exchange (ASX), including the Full Year Consolidated Financial Report and associated Media Release, which are available at www.asx.com.au.

No member of the Pact Group gives any warranties in relation to the statements or information contained in this Presentation. The information contained in this Presentation is of a general nature and has been prepared by Pact in good faith and with due care but no representation or warranty, express or implied, is provided in relation to the accuracy or completeness of the information.

This Presentation is for information purposes only and is not a prospectus, product disclosure statement or other disclosure or offering document under Australian or any other law. This Presentation does not constitute an offer, invitation or recommendation to subscribe for or purchase any security and neither this Presentation nor anything contained in it shall form the basis of any contract or commitment.

This Presentation is not a recommendation to acquire Pact shares. The information provided in this Presentation is not financial product advice and has been prepared without taking into account any recipient's investment objectives, financial circumstances or particular needs, and should not be considered to be comprehensive or to comprise all the information which a recipient may require in order to make an investment decision regarding Pact shares.

Neither Pact nor any other person warrants or guarantees the future performance of Pact shares nor any return on any investment made in Pact shares. This Presentation may contain certain 'forward-looking statements'. The words 'anticipate', 'believe', 'expect', 'project', 'forecast', 'estimate', 'likely', 'intend', 'should', 'could', 'may', 'target', 'plan' and other similar expressions are intended to identify forward-looking statements. Indications of, and guidance on, financial position and performance are also forward-looking statements.

Any forecasts or other forward-looking statements contained in this Presentation are subject to known and unknown risks and uncertainties and may involve significant elements of subjective judgement and assumptions as to future events which may or may not be correct. Such forward-looking statements are not guarantees of future performance and involve known and unknown risks, uncertainties and other factors, many of which are beyond the control of Pact and they may cause actual results to differ materially from those expressed or implied in such statements. There can be no assurance that actual outcomes will not differ materially from these statements. You are cautioned not to place undue reliance on forward-looking statements. Except as required by law or regulation (including the ASX Listing Rules), Pact undertakes no obligation to update these forward-looking statements.

Past performance information given in this Presentation is given for illustrative purposes only and should not be relied upon as (and is not) an indication of future performance.

All dollar values are in Australian dollars (A\$) unless otherwise stated.

Non IFRS Financial Information

This presentation uses Non-IFRS financial information including EBIT, NPAT, operating cashflow, gearing and net debt. These measures are Non-IFRS key financial performance measures used by Pact, the investment community and Pact's Australian peers with similar business portfolios. Pact uses these measures for its internal management reporting as it better reflects what Pact considers to be its underlying performance.

Underlying EBIT is used to measure segment performance and has been extracted from the Segment Information disclosed in the Full Year Consolidated Financial Report.

All Non-IFRS information has not been subject to audit by the Company's external auditor. Refer to the FY22 Full Year Results Presentation released to the ASX on the 17th August 2022 for definitions of non-IFRS financial measures.

Raphael Geminder

Chairman



Your Board



**Raphael
Geminder**

Non-Executive
Chairman



**Jonathan
Ling**

Non-Executive
Director



**Lyndsey
Cattermole AM**

Non-Executive
Director



**Carmen
Chua**

Non-Executive
Director



**Michael
Wachtel**

Non-Executive
Director





**Sanjay
Dayal**


Managing
Director &
Group CEO


How to vote

- When the poll is open, select the vote icon at the top of the screen
- To vote, select either For, Against or Abstain
- You will see a vote confirmation
- To change or cancel your vote “click here to change your vote” at any time until the poll is closed


Broadcast


Vote


Q&A


Documents

Items of Business


3 Re-election of Director – Mr Raphael Geminder

FOR

AGAINST

ABSTAIN


2 Adoption of the Remuneration Report





We have received your vote **For**
[Click here to change your vote.](#)


How to ask a question

- Shareholders and proxies may ask questions in writing and verbally during the meeting
- To ask a **written question** select the Q & A icon
- Select the topic your question relates to from the drop-down list
- Type your question in the text box and press the send button
- To ask a **verbal question**, follow the instructions under the broadcast window


Broadcast


Vote


Q&A


Documents

Your question(s)

You may enter a question using the field below.

Select Topic ▼

Questions are limited to 2000 characters

0 character(s)

Send

FY22 In Review

Earnings in line with
guidance & delivering
on strategy to Lead
the Circular Economy

Revenue
\$1.838b
up 4% on pcg
\$1.762b in pcg

Reported NPAT
\$12m
\$88m in pcg

Underlying EBIT
\$156m
in line with guidance
\$183m in pcg

Net debt down
\$24m
on pcg and gearing
maintained at 2.7x

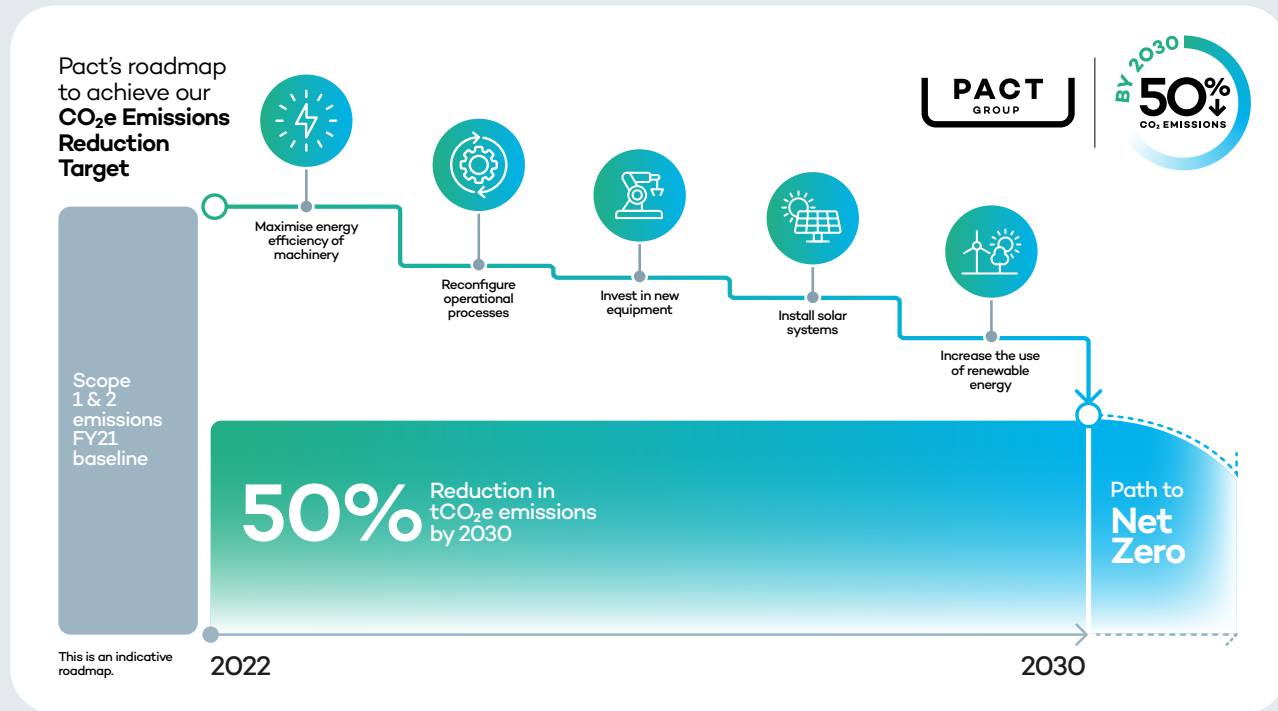
Underlying NPAT
\$70m
\$94m in pcg

Total dividends
5.0 cps, 65% franked
Final dividend 1.5 cps

Sustainability

Sustainability underpins and shapes our core philosophy and day-to-day business decisions

Pact Group has committed to reducing its greenhouse gas emissions by 50% in Australia and New Zealand by 2030 from a FY21 baseline.



Leading Innovation

At Pact, one of our core values is that we win when our customers win. This helps build strong partnerships, to benefit us now and in the future.

In FY22, the Group, and our customers have achieved numerous awards and industry recognition for Leading the Circular Economy through innovative Packaging, Reuse and Recycling solutions.



— FINANCIAL REVIEW BOSS — MOST INNOVATIVE COMPANIES

2013 – 2022

Pact is honoured to be recognised as one of Australasia's Most Innovative Companies for the tenth consecutive year for building Australasia's largest PET plastic recycling facility with its joint venture partners Cleanaway Waste Management, Asahi Beverages and Coca-Cola Europacific Partners (CEP).

Sanjay Dayal

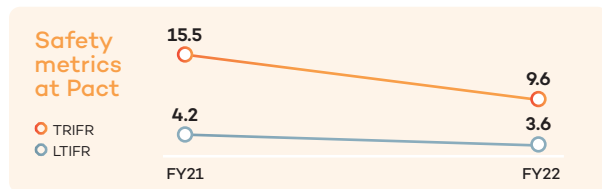
Managing
Director &
Group CEO



Focus on our people

Safety as a value comes first

- Committed to keeping our people safe, with strict health and safety protocols at our sites
- TRIFR decreased from 15.5 in FY21 to 9.6 in FY22, LTIFR down from 4.2 in FY21 to 3.6 in FY22
- Significant reduction in days lost with lower workers compensation claims due to increased focus on safety



Diverse and engaged workforce with high performing culture

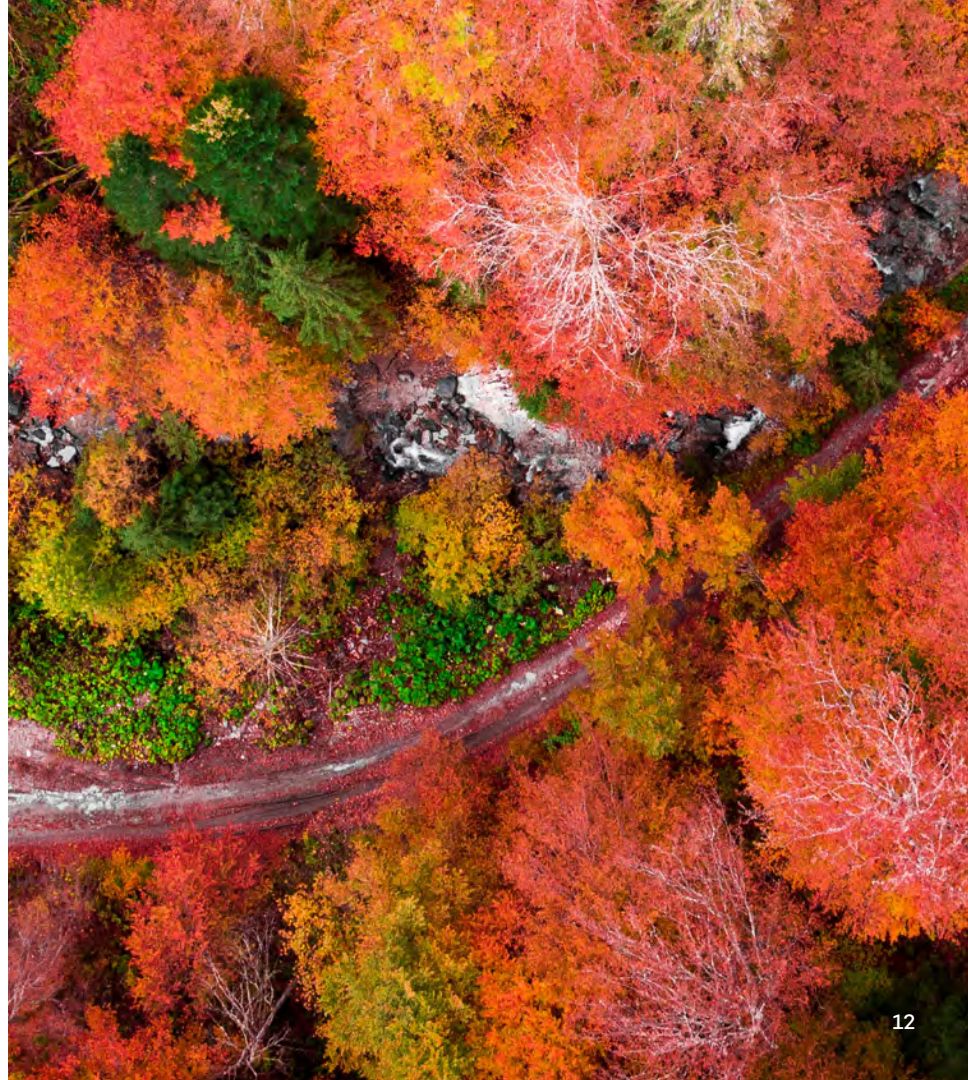
- Introduced an in-house leadership program raising capability and driving culture
- Rolled out sales excellence program which will drive value from our strategy to Lead the Circular Economy



FY22 Results Headlines

Earnings in line with guidance & delivering on strategy to Lead the Circular Economy

- Revenue of \$1.838 billion, up 4% on pcp, with growth in both Packaging & Sustainability and Material Handling & Pooling segments reflecting strong demand for sustainable packaging
- Underlying EBIT \$156.2 million within guidance range and in line with consensus
- Underlying NPAT \$70.2 million, down from \$93.5 million in FY21
- Net Debt of \$561 million, down \$24 million on pcp
- Gearing at 2.7x, within target range
- Final dividend of 1.5 cents per share for a total of 5.0 cents per share for FY22



Our vision to Lead the Circular Economy

Aspiration

Vision Pact will Lead the Circular Economy through reuse, recycling and packaging solutions

Target Top quartile shareholder returns and 30% recycled content across portfolio by 2025

Priorities

Strengthen Our Core

Focus portfolio and strengthen balance sheet



Turnaround and defend core ANZ consumer packaging businesses



Expand Reuse and Recycling Capability

Lead plastics recycling in ANZ



Scale-up reuse solutions



Differentiate industrial and infrastructure businesses



Leverage Regional Scale

Grow Asian packaging platform



Enablers

Safe, diverse and motivated workforce

Competitive manufacturing

Segment skilled sales capability

Differentiated solutions through technical expertise and innovation

Circular Economy credentials and communication

Disciplined capital management

Data-driven decision-making

Values

Safety

Customer

Integrity

Innovation

Respect

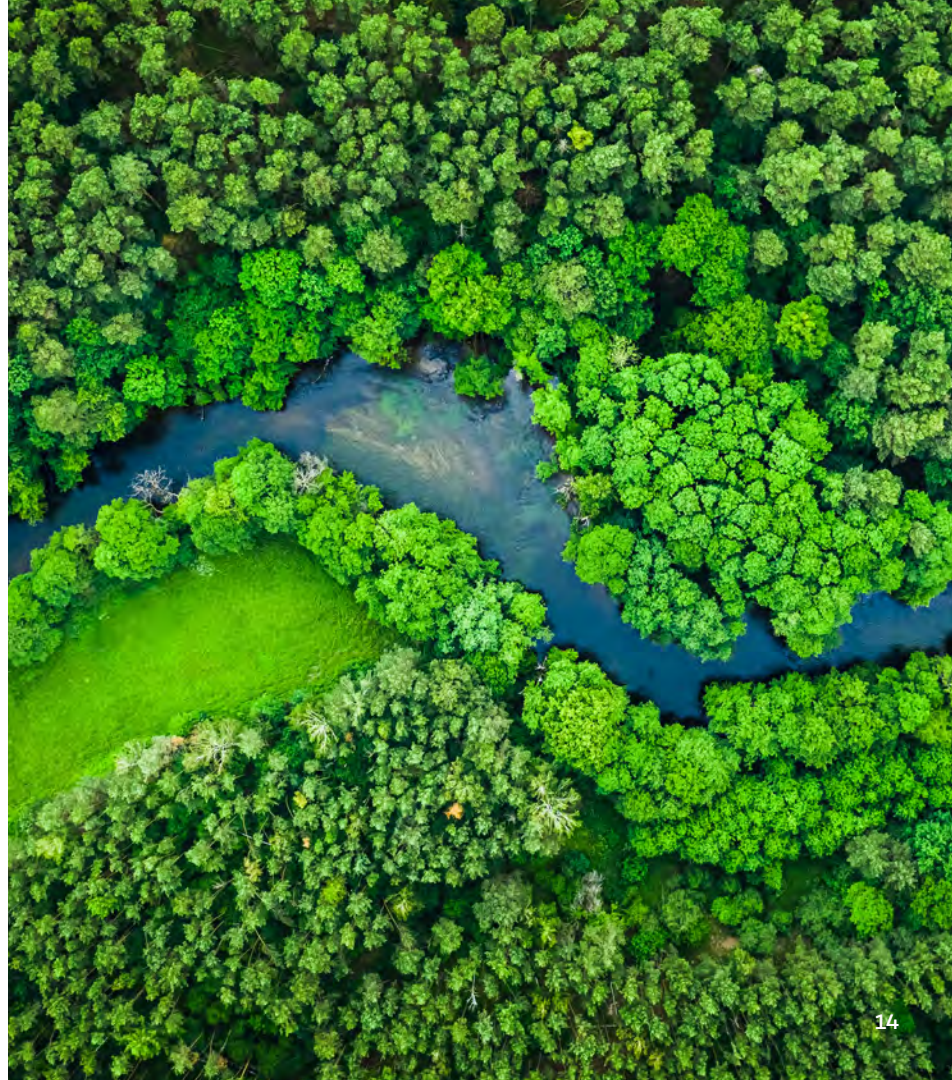


Strategic priority highlights

- Circular Plastics Australia (PET) Joint Venture recycling facility commenced operations with food safe accreditation in place

[Link to Albury Recycling Facility video](#) 

- Acquisition of Synergy Packaging for ~\$20 million to help meet the rapidly increasing demand for recycled plastic packaging
- Recycled content firsts – converting customers to recycling, and producing at scale 100% recycled PET milk bottles for Norco & 30% recycled HDPE milk bottles for Meadow Fresh, developed fully recyclable protein tray & film packaging in NZ
- Pact and Woolworths sustainability partnership underway and our pipeline of large Australian retailers is significant
- Continued growth in Pooling volume enhanced by Woolworths agreement to increase pooling usage by 30 million crates per annum



Strategic growth targets

Our Vision

Pact will Lead the Circular Economy through Reuse, Recycling and Packaging solutions

Targets

1. **Deliver value** from the Circular Economy of at least an additional \$25 million EBIT, with run rate achieved by end FY25
2. **Increase average recycled content** across plastics to 30% by the end of FY25
3. **Margin growth in Packaging Australia** to 10% by FY26
4. **Refine the portfolio** and reset gearing levels to below 2.5 times by FY24
5. **Safety target** of TRIFR below 8.0 by FY24
6. **Emissions target** to reduce our Scope 1 and 2 greenhouse gas emissions by 50% by 2030 in Australia & New Zealand from a FY21 baseline

Outlook

Global and domestic supply chain has improved, but remains challenged and continues to impact our cost base.

We expect further cost recovery, via increased prices, but pleasingly at lower frequency and lower rates than previous increases.

In relation to segment performance:

- Packaging & Sustainability is currently similar to last year, reflecting continued improvement in our largest Division
- Materials Handling & Pooling is slightly below last year, due to a poor growing season across ANZ, weak US retail demand and lockdowns impacting Retail Accessories; and
- Contract Manufacturing is at breakeven, having recently renewed major contracts.

We expect Underlying EBIT in the range of \$68 million to \$73 million and Underlying NPAT in the range of \$20 million to \$25 million for the first half of FY23.

We will provide a further update in February.

