



Annual General Meeting

16 November 2023



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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 FY23 Full Year Results Presentation released to the ASX on the 16th August 2023 for definitions of non-IFRS financial measures.

Raphael Geminder

Chair



Your Board



**Raphael
Geminder**

Non-Executive
Chair



**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 Michael Wachtel

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

FY23 In Review

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

Revenue

\$1.949b

\$1.838b in pcg

EBIT (Underlying)

\$145m

\$156m in pcg

NPAT (Underlying)

\$45m

\$70m in pcg

NPAT (Reported) profit/(loss)

(\$7m)

\$12m in pcg

Gearing

3.0

2.7x in pcg

Total dividend

—

5.0c in pcg



↑ 12%

average recycled content
used across our plastics
portfolio (an increase
from 10% in FY22)

Recycling facilities produced

> 54,000 tonnes

of recycled material representing a

↑ 42% increase from FY22

Case Study

Pact and Woolworths Group enter into a strategic partnership to boost recycled packaging

- To use up to 18,000 tonnes of recycled plastic in Woolworths' own brand packaging each year



Case Study

Pact Group signs recycled packaging partnership with ALDI

- Pact to supply recycled plastic packaging for some of the retail giant's own brand products
- ALDI's supply partners will have access to more sustainable options for ALDI's exclusive brand product packaging



Sanjay Dayal

Managing Director
& Group CEO

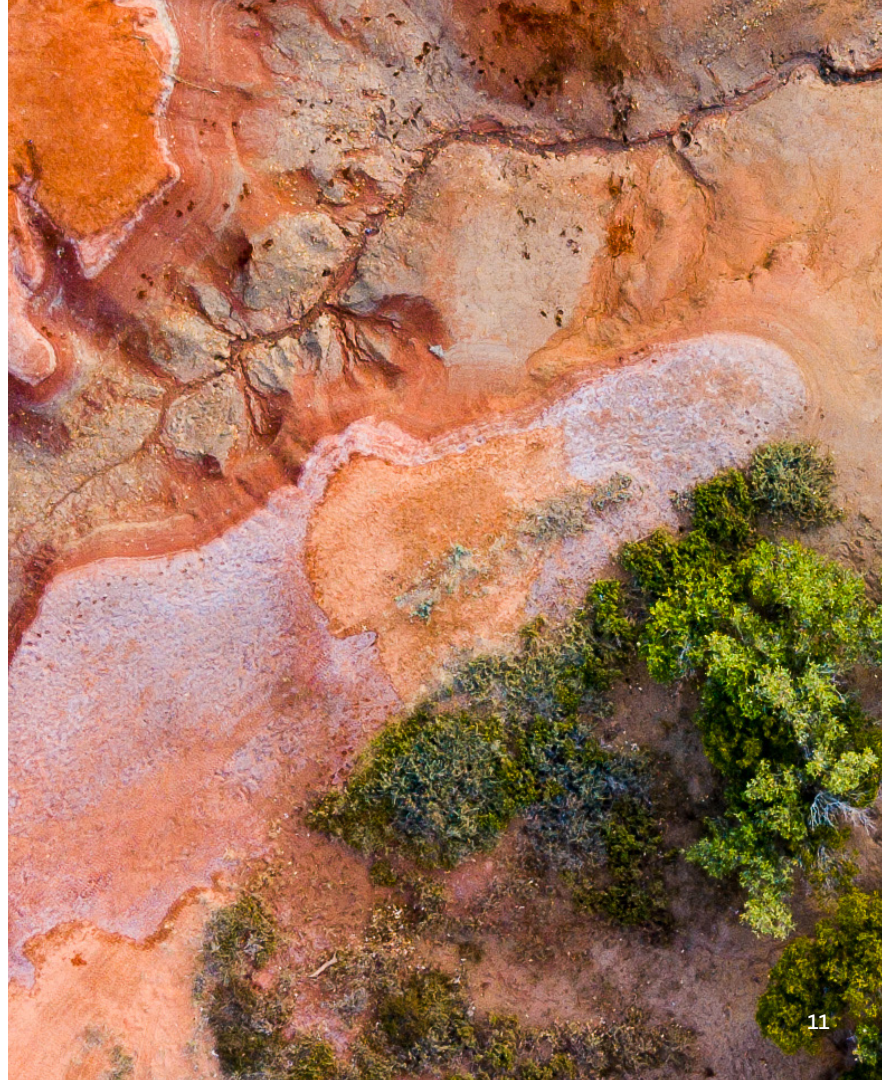
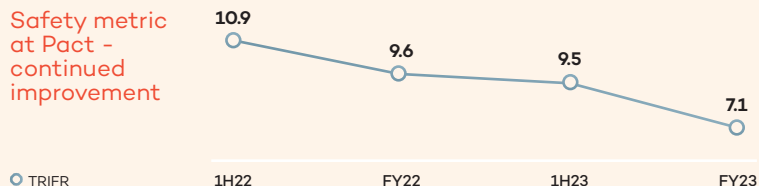


Focus On Our People

Safety as a Value comes first

- The safety of our people is our priority; we are committed to keeping our people safe, with strict health and safety protocols at our sites
- TRIFR has reduced again to 7.1 and a majority of the injuries were low consequence
- The key focus is on identification and elimination of hazards and assessment of major risks

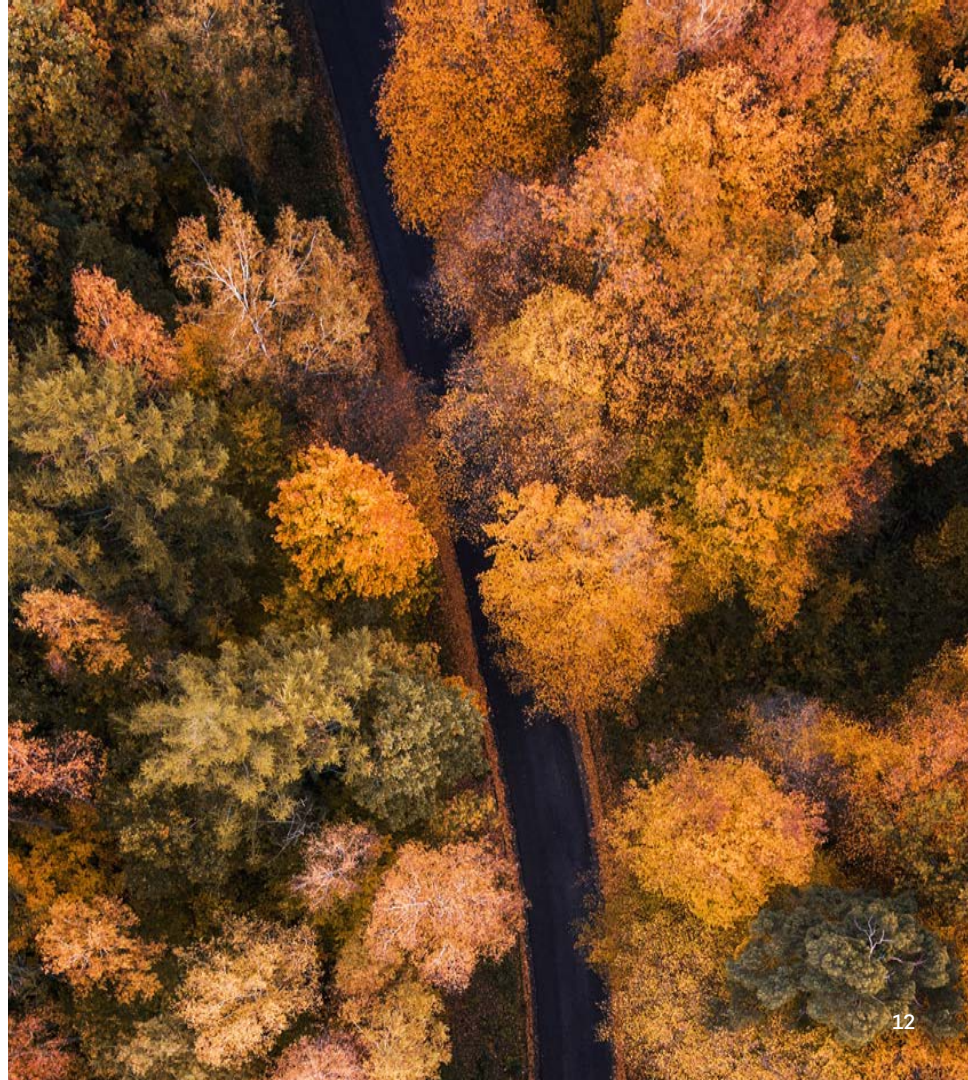
Safety metric
at Pact -
continued
improvement



FY23 Results Headlines

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

- Revenue increased to \$1.949b due to cost recovery with some volume growth in parts of Packaging & Sustainability and Contract Manufacturing segments
- Underlying EBIT of \$145m was within guidance range and reflected weather events and changes in consumer spending patterns in Australia and New Zealand, and a slow down in demand out of China
- Reported NPAT was a loss of \$7m and reflected a non-cash impairment of assets in Packaging Australia and China, and increased finance costs
- Gearing temporarily elevated at 3.0 times due to the scale of the capital program to prepare the packaging platform for recycled plastic packaging



Strategy to Lead the Circular Economy



*expected to complete in November 2023

One Pact Transformation Program

Transforming Pact

Pillar 1.
Cost
restructuring
and profit
improvement

Pillar 2.
Divestments
and cash
generation

Pillar 3.
Strategy
delivery and
Circular
Economy
monetisation

One Pact Transformation Program

One Pact is a two year program to accelerate strategy execution, reduce Gearing, and right-size cost base

Pillar 1.

Cost restructuring and profit improvement

Completed

- ~175 staff exited Pact in Q1 FY24
- Cost savings \$20m per annum with a part year impact in FY24¹ to help mitigate ongoing demand and inflation headwinds
- Cost of program ~\$5m

1. These savings are gross of salary increases which may be applicable in FY24

One Pact Transformation Program

One Pact is a two year program to accelerate strategy execution, reduce Gearing, and right-size cost base

Pillar 2.

Divestments and cash generation

Crate Pooling transaction

- Sale of 50% of crate pooling
 - Expected to occur on 30 November
 - Net proceeds of \$160m cash, net of tax, transaction costs and duties
 - Proceeds to be used to reduce gearing
 - Regulatory and other approvals obtained
 - Landlord and other consents completed

One Pact Transformation Program

One Pact is a two year program to accelerate strategy execution, reduce Gearing, and right-size cost base

Pillar 3.

Strategy
delivery and
Circular
Economy
monetisation

Actions

- Two joint venture recycling facilities to open CY23
- Woolworths and ALDI partnership well progressed

FY24 Outlook

- Revenue in the first quarter of FY24 was \$473m, which was down 3% on last year and reflects soft demand in some parts of the business
- Underlying EBIT for the first quarter of FY24 is in line with last year
- Underlying EBIT for FY24 is expected to be in line with consensus

