

ANNUAL GENERAL MEETING 2017

15 November 2017

Pact Group Holdings Ltd
ABN: 55 145 989 644



IMPORTANT INFORMATION

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

Non IFRS Financial Information

This presentation uses Non-IFRS financial information including EBITDA, EBITDA before significant items, EBIT, EBIT before significant items, Operating Cashflow, Capex, free cashflow, operating cashflow conversion 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.

EBIT before significant items 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.



YOUR BOARD



Raphael Geminder
Non-Executive Chairman



Malcolm Bunday
Managing Director & CEO



Lyndsey Cattermole AM
Independent Non-Executive Director



Ray Horsburgh AM
Independent Non-Executive Director



Jonathan Ling
Independent Non-Executive Director



Peter Margin
Independent Non-Executive Director

RAPHAEL GEMINDER

CHAIRMAN



A TRANSFORMATIONAL YEAR

FY17



Strong financial performance



Increased returns to shareholders



Over \$200 million invested on transformational growth initiatives increasing product and sector diversity



Strategic acquisition in Asia will increase geographic diversity and establish scale within the region



PACT
GROUP

SUSTAINABILITY RUNS TO OUR CORE

Our vision is to enrich lives everyday through sustainable packaging and manufacturing solutions

Extend shelf life

Reduce food waste

Increase safety in transportation

Develop sustainable manufacturing practices



MALCOLM BUNDEY

MANAGING DIRECTOR
AND CEO



FOCUSED ON PERFORMANCE AND LONG TERM GROWTH

FY17

Over
\$200m
in transformational
investments

Sales
revenue
↑7%
to \$1.475
billion

Underlying
NPAT
↑6%
to \$100
million

Total
dividend
↑10%
23 cents per
share

\$142m
acquisitions
announced
today

Leading positions in
new growth sectors

Strong financial performance

Growth platform
into Asia



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A STRATEGIC PLATFORM TO GROW

PROTECT OUR CORE AND GROW ORGANICALLY

- Target the delivery of growth in line with GDP over the longer term
 - Leverage market leading platform
 - Differentiate through innovation
 - Expand in higher growth sectors
- Protect our core

OPERATIONAL EXCELLENCE AND EFFICIENCY

- Embed a culture of Operational Excellence utilising lean manufacturing principles
- Consolidate operations and increase automation
- Protect margins from impacts of rising costs and competition

GROWTH THROUGH A DISCIPLINED APPROACH TO M&A

- Accelerate growth in existing sectors and drive growth in new and adjacent sectors through M&A
- Target sectors which can leverage our extensive sector knowledge and core capabilities in manufacturing and innovation



PILLAR 1 – PROTECT AND GROW

LEADING POSITIONS IN NEW GROWTH SECTORS

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Rigid plastic and metal packaging

Growth in attractive sectors

Investment in new packaging facility to support health and wellness sector



Contract manufacturing services

Developing leading positions in health and wellness, home care and personal care sectors

Acquisition of Australian Pharmaceutical Manufacturers in September 2016 (health and wellness products)

Acquisition of Pascoe's in February 2017 (aerosol based home care and food products)

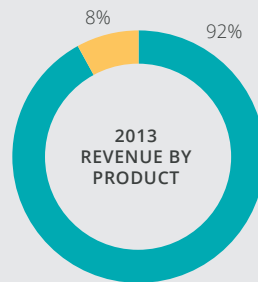


Materials handling and sustainability solutions

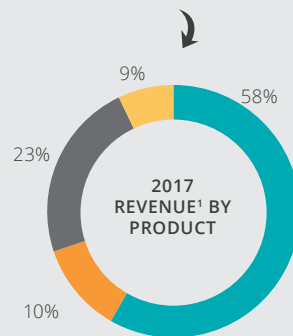
Developing leading positions in closed loop asset pooling

Establishment of returnable produce crate pooling services to support Woolworths in Australia

Acquisition of Fruit Case Company, a leading crate pooling provider in New Zealand



● Rigid plastic and metal packaging
● Other



● Rigid plastic and metal packaging
● Materials handling products and solutions
● Contract manufacturing services
● Other²

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¹ Estimate including a full year revenue contribution from APM and Pascoe's

² Other includes recycling and sustainability services, infrastructure and other custom moulded products

WORLD-CLASS CONTRACT MANUFACTURING CAPABILITY

Leading provider of manufacturing services to the non-food FMCG and health and wellness sectors



7 manufacturing facilities

Dedicated creative centre

Capability to manufacture liquids, powders, aerosols and therapeutic nutraceutical products

Compliant with the Australian Therapeutic Goods Administration's (TGA) licensing requirements

Over 800 employees

Trusted supplier to leading brand owners, supermarkets and hardware stores



coles



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PILLAR 1 – PROTECT AND GROW

ESTABLISHING A LEADING POSITION IN CRATE POOLING



Viscount Pooling Systems commissioned on schedule in August 2017

Supports fresh produce supply to Woolworths

The Group is now the leading provider of crate pooling services for fresh produce in Australia and New Zealand



A transformational growth platform

- Largest organic growth initiative ever undertaken by Pact
 - Capital spend of approximately \$70 million
 - 4 new automated and HACCP accredited was facilities operational
 - A crate pool of 4 million RFID enabled crates manufactured
- Complements existing crate pooling services in ANZ
- Significant opportunity to leverage the platform for future growth

Significant innovation

- Development of Viscount's Intellicrate® asset tracking capability
- Development of a user-friendly customer interface



On-track to deliver \$40-50 million annualised revenue

PILLAR 1 – PROTECT AND GROW

INNOVATION SUPPORTING LONG TERM PARTNERSHIPS

Pact is widely recognised for its innovation and dedication to developing products and processes that reflect consumer insights.

The Company has won multiple design and innovation awards for products and services from customers and industry bodies.

Industry

2017 Australian Institute of Packaging
— Sustainable Packaging & Processing
(Materials & Packaging) Winner
rPET Moisturelock Meat Tray

2017 Australian Institute of Packaging
— Design Innovation of the Year Award
(Beverage Category)
A2 Milk bottle

2017 Product of the Year (Laundry Powder)
Almat

2017 Product of the Year (Fabric Softener)
Anco Soft

2016 New Zealand Plastics Industry Design
Awards Silver Winner — rPET Moisturelock
meat tray (Food and Beverage category)

Corporate

2013-17 Australian Financial Review (AFR's)
Top 50 Most Innovative Companies

2016 Acquisition International Global
Excellence Awards — Most Outstanding
Packaging Solutions Firm

2016 APAC Insider Australian Business
Awards — Best in Brand Packaging
Solutions

2017 Lawyer International Global Awards
— Company of the Year (Manufacturing) -
Australia

2017 Acquisition International Business
Excellence Awards — Packaging Solutions
Firm of the Year

Customer

2016 Dulux Acratex Supplier of the Year
Finalists

2017 Coca-Cola Amatil — Supplier of the
Year Finalist (Quality)



PIDA
PACKAGING & PROCESSING
INNOVATION AND DESIGN
AWARDS



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PILLAR 2 – OPERATIONAL EXCELLENCE & EFFICIENCY

OUR FOCUS ON OPERATIONAL EXCELLENCE



Implementation of lean principles is well progressed, driving continuous improvement to the core of our manufacturing



Scale and geographic spread provides rationalisation opportunities



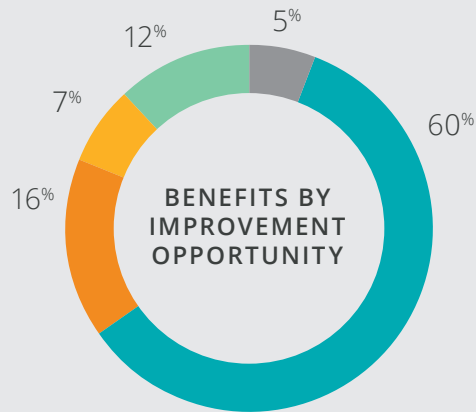
Significant operational improvement identified delivering EBIT benefits (reduction in labour, freight, materials costs)



Low capital cost to implement operational initiatives

Benefit delivery

- FY2017 delivered \$7 million
- FY2018 incremental benefits of \$8-12m expected
- Significant opportunity for footprint rationalisation



- Plant utilisation and efficiency
- Material usage
- Logistics
- Quality
- Other



PILLAR 3 – STRATEGIC M&A

GROWTH PLATFORM INTO ASIA

On 15 November, 2017, Pact Group entered into a strategic agreement to acquire the Asian packaging operations (excluding Japan) of Closure Systems International and Graham Packaging Company from Reynolds Packaging for A\$142 million.

The Asia Acquisition will provide the Group with a broader range of opportunities to deliver continued growth in the Asian rigid plastic packaging market

Investment highlights



Regional leader in rigid closures and bottles



Long term relationships with global FMCG customers and emerging local manufacturers



On the ground expertise through existing local management team supported by ~750 employees



Highly complementary manufacturing footprint



Significant technical expertise and IP



Aligned with strategy to accelerate growth through disciplined M&A

Diverse regional presence - 7 manufacturing sites in 5 countries (China, South Korea, Nepal, India and the Philippines)



Boen-Gun, South Korea
Closures

Tianjin, China
Closures

Hetuada, Nepal
Closures

Guangzhou, China
Closures
Research and development

Hong Kong, China
Regional headquarters
Sales and marketing

Bangalore, India
Closures

Calamba City, Philippines
Closures



Guangzhou, China
Bottles and closures



Langfang, China
1 manufacturing plant

Changzhou, China
1 manufacturing plant

Guangzhou, China
1 manufacturing plant

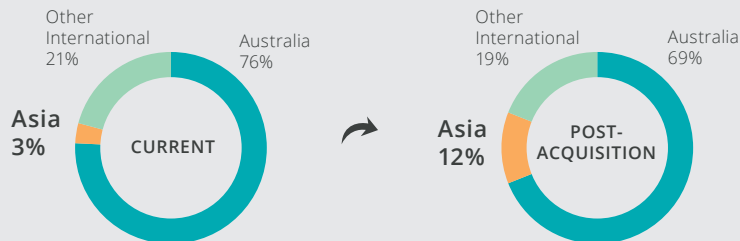
Philippines (including JV)
1 manufacturing plant

Thailand (including JV)
1 manufacturing plant

Singapore
1 Office

Indonesia (including JV)
1 manufacturing plant

Geographic diversification⁽¹⁾



¹ Revenue for the 12 months to June 2017. Assumes full year contribution from Asia Acquisitions, converted at AUDUSD [0.7673].

TRADING UPDATE AND 2018 OUTLOOK

FY18 OUTLOOK

We expect to achieve higher revenue and earnings (before significant items) in FY18, subject to global economic conditions

TRADING UPDATE (4 MONTHS)

- Pleasingly, we are seeing early signs of organic growth with sales trending in the right direction, despite a slow start to the dairy season in New Zealand.
- Energy costs have increased significantly and we are investing in efficiency programs to enhance our manufacturing and operational capability.
- Recent acquisitions and the new crate pooling business are performing to expectation.
- At the first half we expect EBITDA to be broadly in line with the previous corresponding period followed by a stronger second half, driven by a full contribution from the recent acquisitions and crate pooling operations.

