

# ASX ANNOUNCEMENT

**DATE: 24 February 2016**

Attached is the Presentation regarding Pact's Half year Financial Results for the half year ended 31 December 2015. The Presentation will occur at 10am (Melbourne time) today. Dial in details are below. It can also be accessed at:

<http://webcasting.brrmedia.com/broadcast/5694569a2ac671c40a8c5941>

The information contained in this announcement should be read in conjunction with today's announcement of Pact's Half year Financial Report and Media Release.

**Investor Briefing details:**

Meeting Title: Pact Half Year Results Investor Briefing

Date: Wednesday, 24 February 2016

Start Time: 10.00am Australian Eastern Daylight Savings Time

**Number to call:**

+61 2 9007 3187 (Australia Local)

1800 558 698 (Australia Toll Free)

0800 453 055 (New Zealand)

800 966 806 (Hong Kong)

800 101 2785 (Singapore)

1855 8811 339 (USA)

0800 051 8245 (UK)

**Conference ID: 170630**

A recording of the briefing will be available on the Pact website as soon as practicable after the briefing.

**For further information, contact:**

**NAME:** Anita James

**POSITION:** GM – Finance & Investor Relations

**CONTACT NUMBER:** +61 3 8825 4116

**PACT GROUP HOLDINGS LTD**

ABN 55 145 989 644

Level 1, Building 6,  
650 Church Street, Richmond VIC 3121 Australia

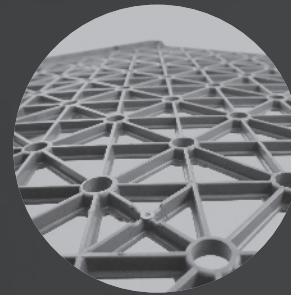
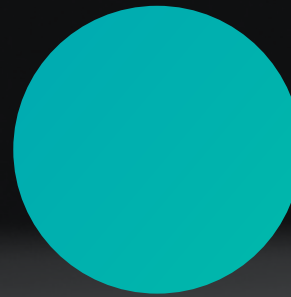
**P** +61 3 8825 4100 **F** +61 3 9815 8388 **W** [pactgroup.com.au](http://pactgroup.com.au)

# 2016 HALF YEAR RESULTS

Malcolm Bunday – Managing Director and CEO  
Richard Betts – Chief Financial Officer

24 February 2016

Pact Group Holdings Ltd  
ABN: 55 145 989 644



# 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 Half Year Condensed Consolidated Financial Report and associated Media Release released today, which are available at [www.asx.com.au](http://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.

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

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.

## **Non IFRS Financial Information**

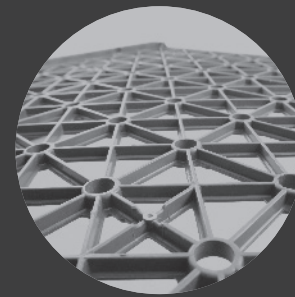
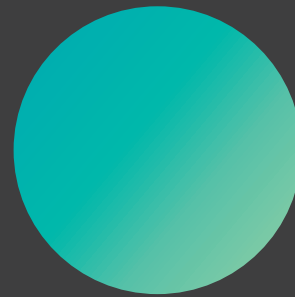
This presentation uses Non-IFRS financial information including EBITDA, EBITDA before significant items, EBIT, EBIT before significant items, Operating Cashflow, Capex, free cashflow, operating cashflow conversion and net debt. These measures are Non-IFRS key financial performance measures used by Pact, 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 Half Year Condensed Consolidated Financial Report.

All Non-IFRS information has not been subject to review by the Company's external auditor. Refer to Page 25 for the reconciliation of EBITDA and EBIT before significant items. Refer to Page 29 for the reconciliation of Operating Cashflows.

# OVERVIEW

Malcolm Bunday



# BUSINESS HIGHLIGHTS

Solid financial performance with growth in all key metrics



Jalco acquisition integrated and performing well



Efficiency program well underway



Continued disciplined working capital and cash management



Strong return to Shareholders



\$A millions	1H 2016	1H 2015	Movement
Sales revenue	\$688.2	\$635.0	8%
EBIT (before significant items) <sup>1</sup>	\$80.0	\$76.7	4%
NPAT (before significant items) <sup>1</sup>	\$45.9	\$41.8	10%
NPAT after significant items	\$41.9	\$41.8	—
Operating cash flow <sup>2,3</sup>	\$56.7	\$53.2	7%
Gearing <sup>4</sup>	2.7	3.1	0.4
Interim dividend – cents per share	10.0cps	9.5cps	5%



<sup>1</sup> EBIT before significant items and NPAT before significant items are non-IFRS financial measures and have not been subject to review by the Company's external auditor. Refer to page 25 for a reconciliation

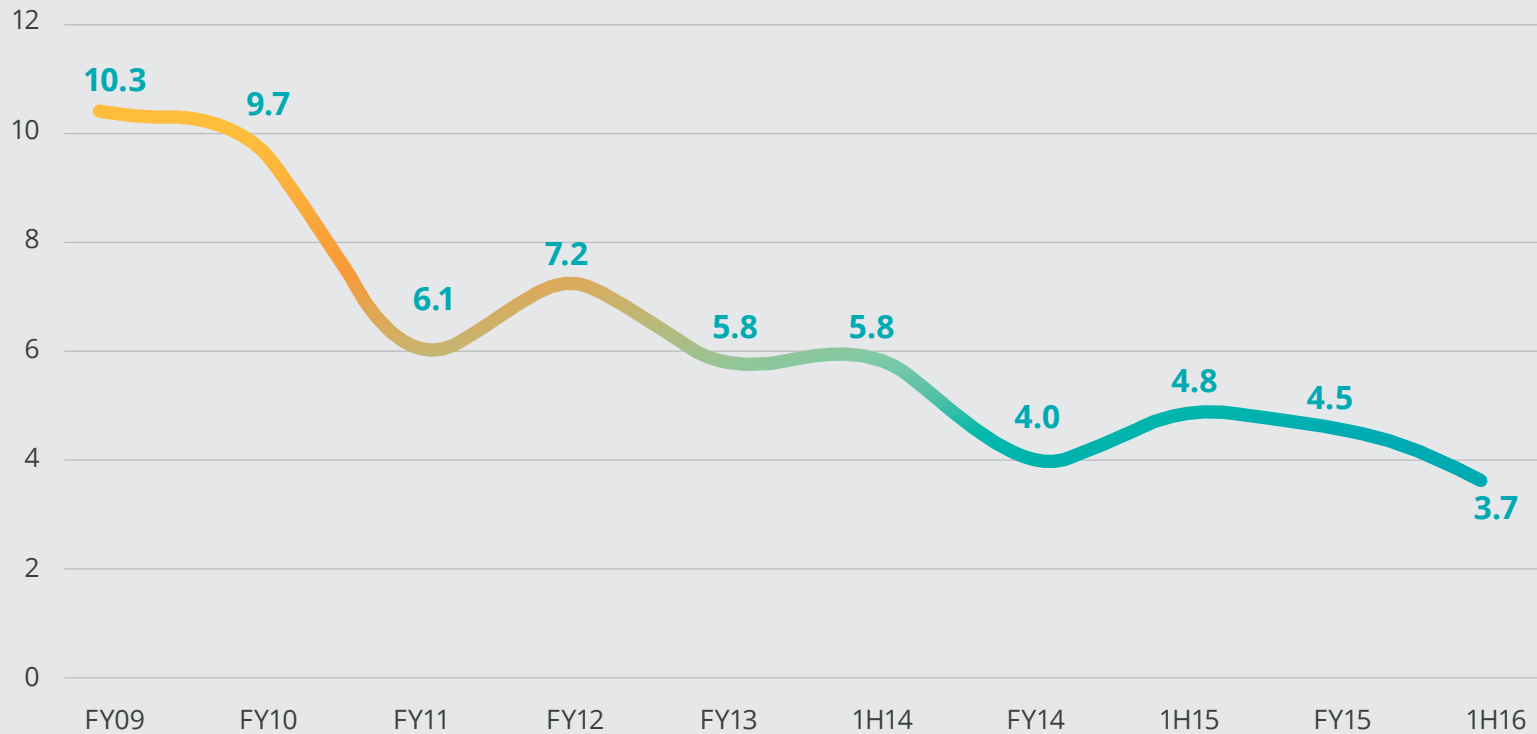
<sup>2</sup> Operating cashflow is a non-IFRS financial measure and has not been subject to review by the Company's external auditor. Refer to page 12 for a definition and page 29 for a reconciliation

<sup>3</sup> Operating cashflow excludes the impact of securitisation of \$6.1M. Operating cashflow including the impact of securitisation = \$62.8 million

<sup>4</sup> Gearing is calculated as net debt divided by rolling 12 months EBITDA before significant items

# SAFETY REMAINS A PRIORITY

Lost Time Injury Frequency Rate



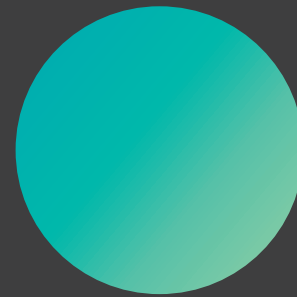
Material improvement in safety performance - driven by Towards Zero Harm program and multiple initiatives



**TOWARDS  
ZERO  
HARM**

# FINANCIAL PERFORMANCE

Richard Betts





# FINANCIAL RESULTS SUMMARY

Half Year ended 31 December, \$A millions	1H 2016	1H 2015	Variance
Sales revenue	688.2	635.0	8.4%
EBITDA before significant items <sup>1</sup>	109.4	104.8	4.4%
<i>EBITDA margin</i>	<i>15.9%</i>	<i>16.5%</i>	<i>(0.6%)</i>
EBIT before significant items <sup>1</sup>	80.0	76.7	4.3%
<i>EBIT margin</i>	<i>11.6%</i>	<i>12.1%</i>	<i>(0.5%)</i>
NPAT before significant items <sup>1</sup>	45.9	41.8	9.8%
NPAT after significant items	41.9	41.8	0.2%
Operating cashflow <sup>2,3</sup>	56.7	53.2	6.6%
Gearing <sup>4</sup>	2.7	3.1	0.4

<sup>1</sup> EBITDA before significant items, EBIT before significant items and NPAT before significant items are non-IFRS financial measures and have not been subject to review by the Company's external auditor. Refer to page 25 for a reconciliation

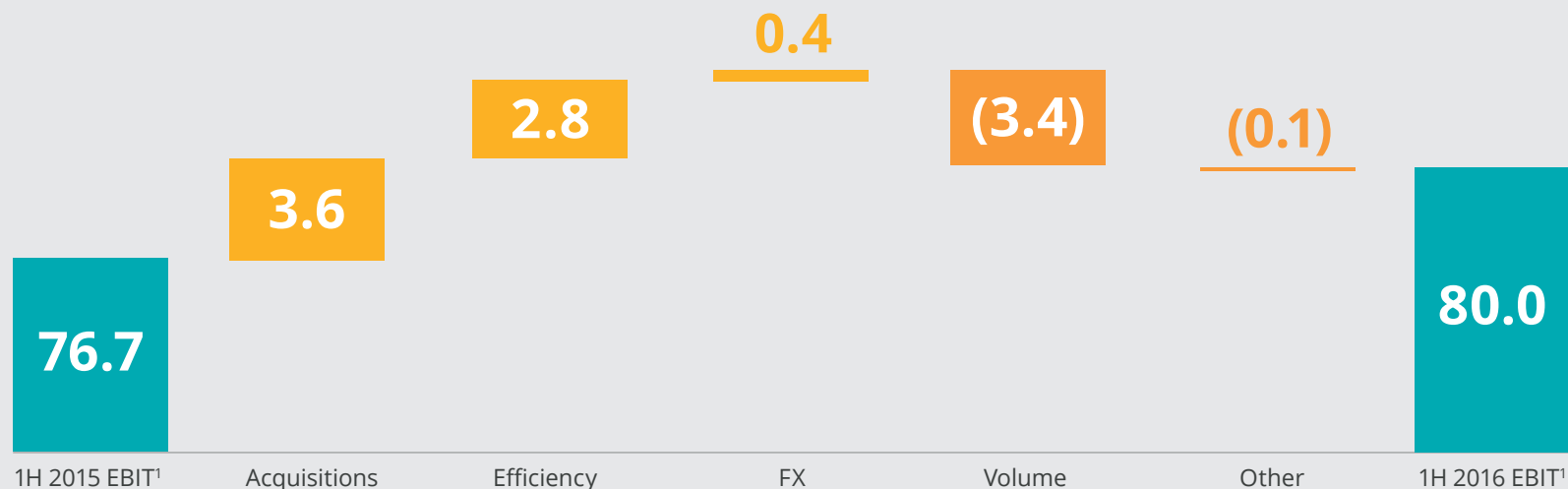
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<sup>4</sup> Gearing is a non-IFRS financial measure and is calculated as net debt divided by rolling 12 months EBITDA before significant items



# ACQUISITIONS AND EFFICIENCY CONTINUE TO DRIVE EBIT GROWTH



## Acquisitions

Jalco acquired 1 September 2015, integration well progressed

Smaller bolt-on acquisitions made in the prior year now fully integrated

## Efficiency

Implementation of the Efficiency Program well advanced and remains on track

## Volume

Weaker demand in agricultural and dairy sectors

Weaker demand from industrial sectors, impacted by a slowdown in mining

Adverse impact from net contract losses

Stronger demand for material handling products

Half Year ended 31 December, \$A millions	1H 2016	1H 2015	Variance
Sales revenue	509.0	451.1	12.8%
EBIT before significant items	44.9	40.3	11.4%
<i>EBIT margin</i>	<i>8.8%</i>	<i>8.9%</i>	<i>(0.1%)</i>



## Highlights

Efficiency driving improved underlying margins

Jalco integration well progressed and performing to expectation

Growth from bolt-on acquisitions made in prior year and incremental contribution from Sulo



## Challenges

Subdued underlying market conditions

Weaker demand from agricultural sector, impacted by weather conditions

Weaker demand from industrial sectors, impacted by a slowdown in mining

Adverse impact from net contract losses

Half Year ended 31 December, \$A millions	1H 2016	1H 2015	Variance
Sales revenue	179.2	183.9	(2.6%)
EBIT before significant items	35.1	36.4	(3.6%)
<i>EBIT margin</i>	19.6%	19.8%	(0.2%)



## Highlights

Increased volume in material handling sector  
 Raw material cost movements fully recovered  
 Successful commissioning of Indonesian plant



## Challenges

Weaker demand from agricultural, dairy and industrial sectors  
 Unfavourable weather conditions

# EFFICIENCY PROGRAM ON TRACK



Project on track to deliver \$15 million of annual savings in 2017



## Progress

1 plant closed and 2 expected to be closed in H2

Reduction in over 100 employees

\$2.8 million efficiency savings realised in H1 2016

2016 full year benefits expected to be approximately \$6 million

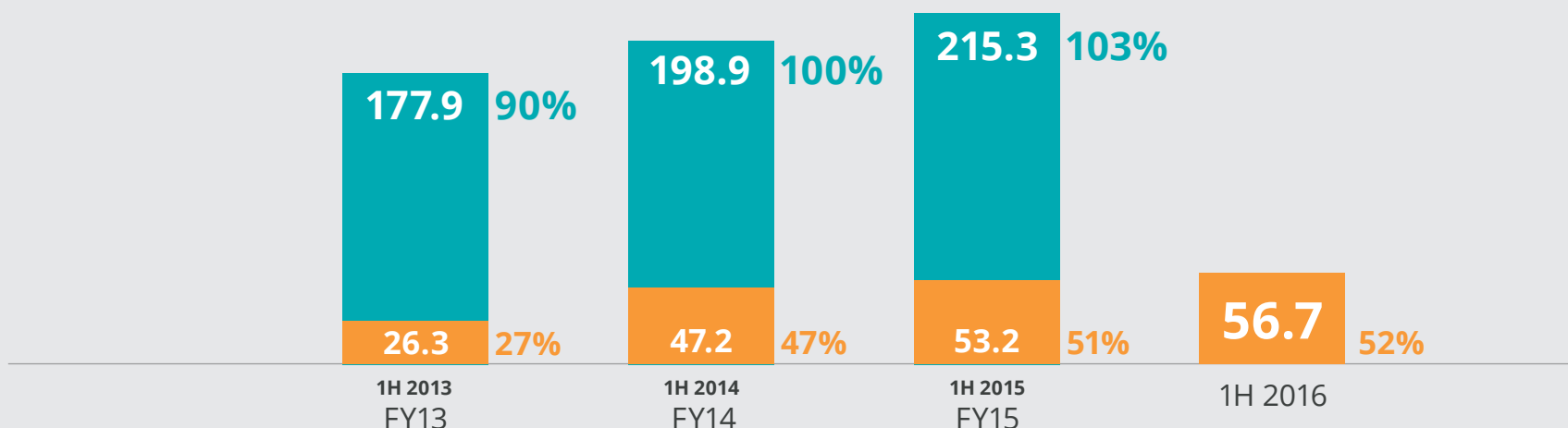


Expected total program costs of \$30 million pre-tax, in line with previous estimates (includes approximately \$15 million cash costs)

# DISCIPLINED CASH MANAGEMENT

Half Year ended 31 December, \$A millions	1H 2016	1H 2015
Operating cashflow <sup>1,5</sup>	56.7	53.2
Capex <sup>2</sup>	(28.9)	(24.9)
Free cashflow <sup>3,5</sup>	27.8	28.3
Operating cashflow conversion <sup>4,5</sup>	52%	51%

Operating cashflow (\$m) / conversion %<sup>5</sup>



<sup>1</sup> Operating cashflow is a non-IFRS financial measure and has not been subject to review by the Company's external auditor. It is defined as EBITDA before significant items, less the change in working capital, less changes in other assets and liabilities. Refer to page 29 for a reconciliation between statutory and operating cashflow

<sup>2</sup> Capex is a non-IFRS financial measure and has not been subject to review by the Company's external auditor. Capex is defined as capital expenditure less acquisitions

<sup>3</sup> Free cashflow is a non-IFRS financial measure that has not been subject to review by the Company's external auditor. It is defined as operating cashflow less capex

<sup>4</sup> Operating cashflow conversion is a non-IFRS financial measure that has not been subject to review by the Company's external auditor. It is defined as operating cashflow divided by EBITDA before significant items

<sup>5</sup> Excluding impacts of securitisation 1H16: \$6.1 million, 1H15: nil, FY15 \$96.9 million. Operating cashflow including securitisation 1H16 = \$62.8 million, FY15 = \$312.2 million

# STRONG BALANCE SHEET MAINTAINED

Half Year ended 31 December, \$A millions	1H 2016	1H 2015	Target
Net Debt <sup>1,4</sup>	568.8	621.0	
Gearing <sup>2</sup>	2.7	3.1	< 3.0
Interest Cover <sup>3</sup>	6.7	6.0	> 5.0

Key metrics well within target levels

1 Net debt is a non-IFRS financial measure and has been calculated as current debt plus non current debt less cash. Refer to the 31 December 2015 and 31 December 2014 half-year financial statements available on the Pact's website ([www.pactgroup.com.au](http://www.pactgroup.com.au)) for further details.

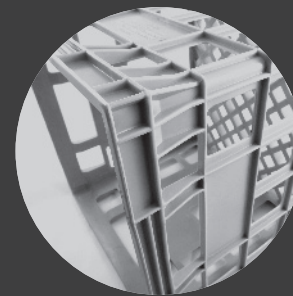
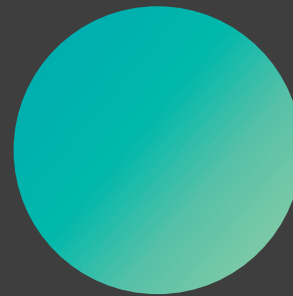
2 Gearing is a non-IFRS financial measure and is calculated as net debt divided by rolling 12 months EBITDA before significant items

3 Interest cover is a non-IFRS financial measure and is calculated as 12 months rolling EBITDA before significant items divided by 12 months rolling interest expense

4 Movement in net debt 1H15 to 1H16 includes +\$103 million securitisation, -\$91 million acquisitions, +\$40 million other net cash inflows

# INITIAL VIEWS

Malcolm Bunday





# THE FIRST 80 DAYS – UNDERSTANDING THE BUSINESS AND OUR CUSTOMERS



Visits to 45 operational sites



Significant customer engagement



Detailed operational and functional reviews underway



# SOLID OPERATIONAL CAPABILITY AND EARNINGS RESILIENCE

## Operations



Disciplined performance driven culture



Extensive supply network



Proven track record in identifying and executing value accretive acquisitions

## Market offering



Diverse product and service portfolio



World class innovation



Consistent earnings delivered through broad sector exposure



# OPPORTUNITIES

1

## **Plant optimisation**

Further improve operations via lean manufacturing techniques

2

## **Growth in core sectors**

Converting our robust pipeline of sales opportunities  
Leverage our innovation capability further to drive growth  
Grow with our customers as they expand regionally

3

## **Growth through M&A in core sectors and close adjacencies**

4

## **Optimise process and structure to support growth**



# SUMMARY



Efficiency program on track and acquisitions performing well



Strong balance sheet



Disciplined working capital management and improved operating cash generation



Continued strong returns to shareholders



Strategically well positioned



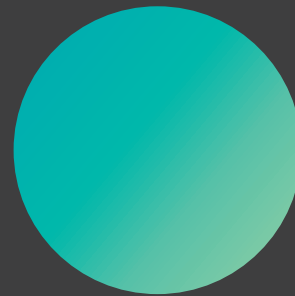
# OUTLOOK

## FY16

We maintain previous earnings guidance for 2016.

We expect to achieve higher revenue and underlying earnings in FY16, subject to global economic conditions.

# APPENDIX



# WHO IS PACT



**Listed on the ASX**  
on 17 December 2013



**A leader in rigid plastics packaging sectors**  
in Australia and New Zealand



**World class innovation**  
Supplier of some of the most innovative products in the market, supported by in-house innovation capability and extensive global licencing arrangements



**Low earnings volatility**  
with approximately 70% of revenue from FMCG markets



**Highly diversified**  
with extensive manufacturing and supply network operating across 7 countries, servicing over 6,000 customers with over 22,000 product variants



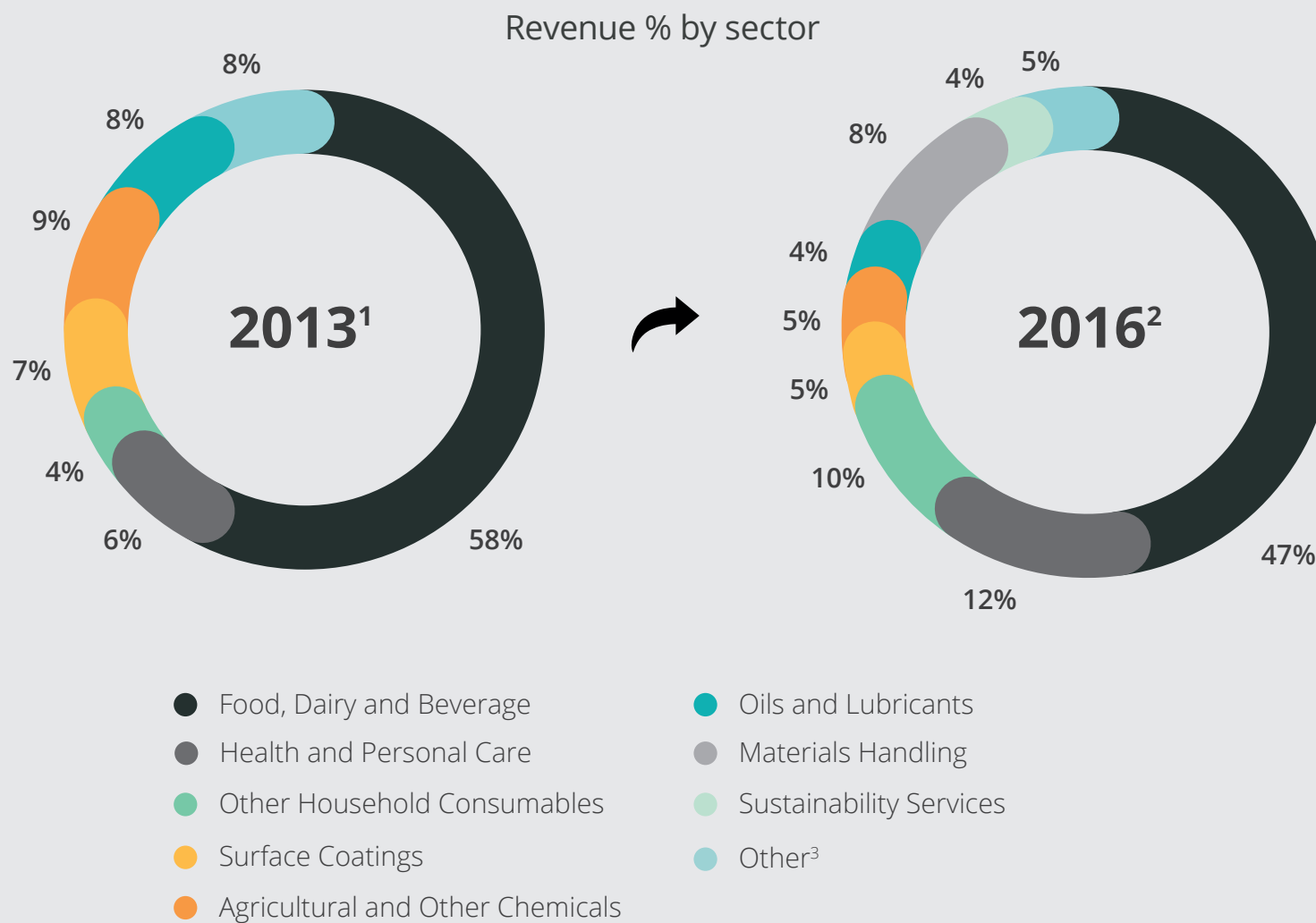
**Broad end-market reach**  
Recent acquisition of Jalco has expanded operations into the high growth segment of contract manufacturing, filling and packing



**Strong track record of growth through acquisition**  
with 44 acquisitions completed since 2002 (5 in FY15, 1 in H1FY16)



# SECTOR DIVERSITY

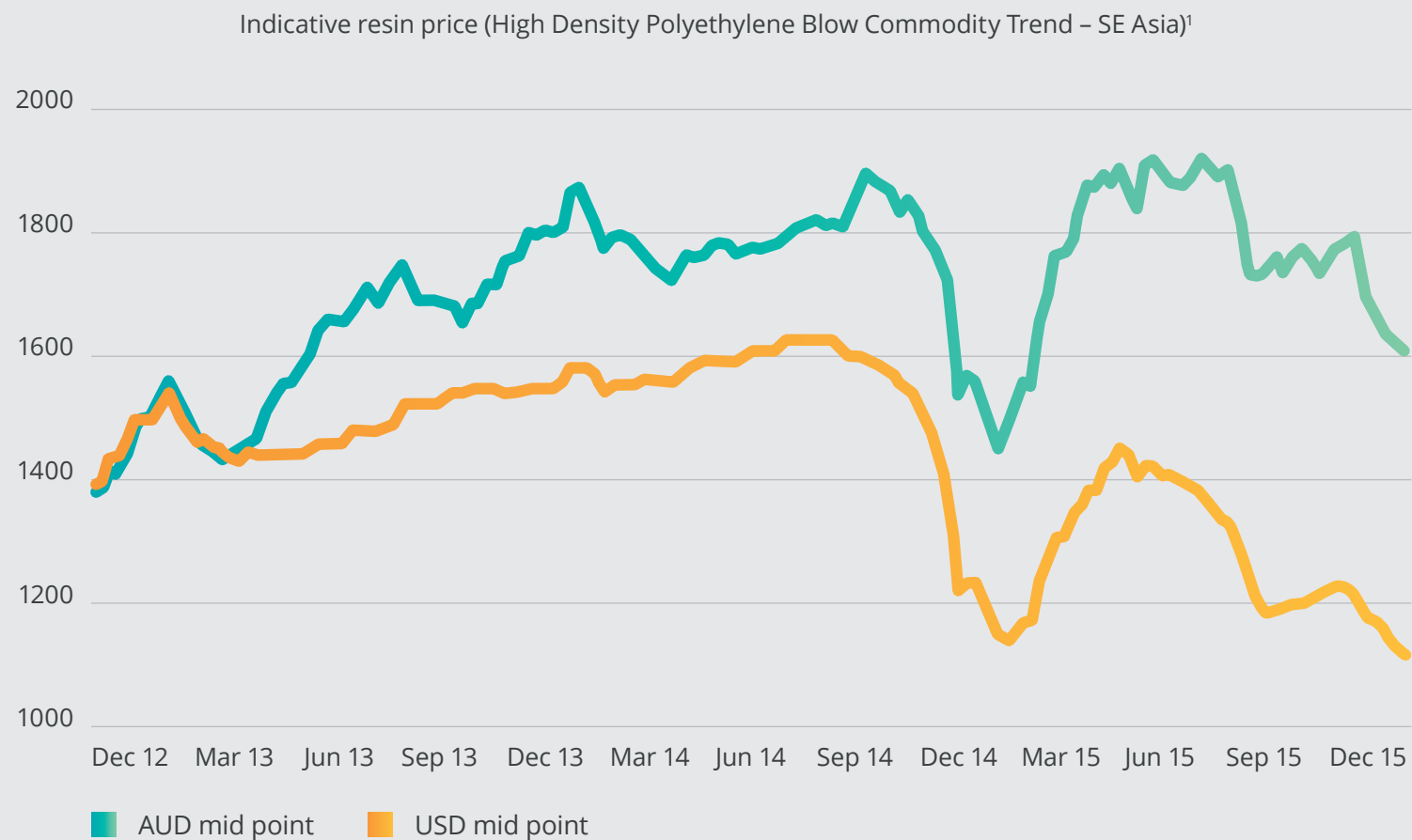


<sup>1</sup> 2013 FY proforma revenue by sector.

<sup>2</sup> 2016 FY estimate including full year impact of Jalco.

<sup>3</sup> "Other" in 2013 includes sustainability services, crates and pallets. These have been included separately in 2016 as "Sustainability Services" and "Materials Handling".

# RESIN COST MOVEMENTS



Material cost price volatility managed through a disciplined cost recovery strategy

# STATUTORY INCOME STATEMENT

Half Year ended 31 December, A\$ millions	1H 2016	1H 2015
Sales revenue	688.2	635.0
Interest & Other Income	2.4	2.0
Raw materials and consumables used	(296.4)	(273.7)
Employee benefits expense	(166.2)	(147.0)
Occupancy, repairs and maintenance, administration and selling expenses	(120.2)	(112.5)
Other gains / (losses)	(3.8)	1.0
Depreciation, amortisation and impairment	(29.4)	(28.1)
Finance costs and loss on derecognition of financial assets	(15.5)	(16.8)
<b>Profit / (loss) before income tax expense</b>	<b>59.1</b>	<b>59.9</b>
Income tax expense	(17.2)	(18.1)
<b>Net profit / (loss) for the period</b>	<b>41.9</b>	<b>41.8</b>
Profit attributable to non-controlling interests	0.0	0.0
<b>Net profit / (loss) attributable to equity holders of the parent entity</b>	<b>41.9</b>	<b>41.8</b>
Earnings per share – basic / diluted (in cents)	14.2	14.2

# RECONCILIATION OF STATUTORY INCOME STATEMENT

Half Year ended 31 December, A\$ millions	1H 2016	1H 2015
Statutory profit / (loss) before income tax	59.1	59.9
Add finance costs expense <sup>(1)</sup>	15.5	16.8
EBIT after significant items <sup>(2)</sup>	74.6	76.7
Add significant items <sup>(3)</sup>	5.4	-
EBIT before significant items <sup>(4)</sup>	80.0	76.7
Add depreciation and amortisation <sup>(5)</sup>	29.4	28.1
EBITDA before significant items <sup>(4)</sup>	109.4	104.8

Half Year ended 31 December, A\$ millions	1H 2016	1H 2015
Statutory net profit / (loss) after significant items	41.9	41.8
Add significant items <sup>(3)</sup>	5.4	-
Tax effect of significant items and significant tax items <sup>(6)</sup>	(1.4)	-
NPAT before significant items	45.9	41.8

1 Finance costs expense is presented net of interest revenue, which has been extracted from Note 3 in the Half Year Condensed Consolidated Financial Report

2 EBIT after significant items is the subtotal of statutory profit before tax and finance costs expense

3 A summary of significant items is presented on page 26

4 EBITDA, EBITDA before significant items, EBIT, EBIT before significant items, and NPAT before significant items are all non-IFRS financial measures and have not been subject to review by the Company's external auditor. Refer to page 2 for further information

5 Depreciation and amortisation has been extracted from Note 3 in the Half Year Condensed Consolidated Financial Report

6 Tax effect of significant items is calculated as 28%-30% of deductible items presented on page 26

# SUMMARY OF SIGNIFICANT ITEMS<sup>1</sup>

Half Year ended 31 December, A\$ millions	1H 2016	1H 2015
Acquisition related costs	(1.4)	-
Business reorganisation program – restructuring costs	(2.6)	-
Business reorganisation program – asset write downs	(1.4)	-
<b>Total significant items before tax</b>	<b>(5.4)</b>	<b>-</b>
Tax effect of significant items above	1.4	-
<b>Total significant items after tax</b>	<b>(4.0)</b>	<b>-</b>

# STATUTORY BALANCE SHEET

A\$ millions	31 Dec 15	30 Jun 15
Cash and cash equivalents	32.7	32.6
Trade and other receivables	128.2	93.7
Inventories	140.7	117.5
Other current assets	11.8	9.4
<b>Total current assets</b>	<b>313.4</b>	<b>253.2</b>
Trade and other receivables	0.7	0.9
Property, plant and equipment	560.3	541.5
Intangible assets	389.4	340.1
Other non current assets	50.2	41.4
<b>Total non current assets</b>	<b>1,000.6</b>	<b>923.9</b>
<b>Total assets</b>	<b>1,314.0</b>	<b>1,177.1</b>
Trade and other payables	246.7	267.6
Provisions	38.5	38.1
Other current liabilities	1.8	0.2
<b>Total current liabilities</b>	<b>287.0</b>	<b>305.9</b>
Provisions and other payables	34.0	28.5
Interest bearing loans and borrowings	601.5	472.9
Other non current liabilities	47.4	42.9
<b>Total non current liabilities</b>	<b>682.9</b>	<b>544.3</b>
<b>Total liabilities</b>	<b>969.9</b>	<b>850.2</b>
<b>Net assets</b>	<b>344.1</b>	<b>326.9</b>

# STATUTORY CASHFLOW STATEMENT

Half Year ended 31 December, A\$ millions	1H 2016	1H 2015
<b>Cash flows from operating activities</b>		
Receipts from customers (inclusive of GST)	272.9	657.6
Receipts from securitisation program	464.5	-
Payments to suppliers and employees (inclusive of GST)	(686.7)	(608.7)
Income tax paid	(18.3)	(12.1)
Interest received	0.1	-
Proceeds from securitisation of trade debtors	6.1	-
Borrowing trade debtor securitisation and other finance costs paid	(16.8)	(11.7)
<b>Net cash from operating activities</b>	<b>21.8</b>	<b>25.1</b>
<b>Cash flows from investing activities</b>		
Payments for property, plant and equipment	(28.9)	(24.9)
Proceeds on sale of property, plant and equipment	1.4	-
Payments for Loans to Join Ventures & Associates	(5.7)	-
Dividends received	1.5	0.3
Purchase of businesses and subsidiaries	(79.9)	(24.1)
Payment for non-controlling interest	(0.3)	-
<b>Net cash used in investing activities</b>	<b>(111.9)</b>	<b>(48.7)</b>
<b>Cash flows from financing activities</b>		
Proceeds from borrowings	222.0	118.5
Repayment of borrowings	(103.0)	(65.1)
Payment of Dividend	(29.5)	(27.9)
Payment of dividend to Non-controlling interest	(0.3)	-
<b>Net cash from financing activities</b>	<b>89.2</b>	<b>25.5</b>
<b>Net (decrease) / increase in cash and cash equivalents</b>	<b>(0.8)</b>	<b>1.9</b>
Cash and cash equivalents at beginning of year	32.6	24.2
Effect of exchange rates on cash and cash equivalents	0.9	1.4
<b>Cash and cash equivalents at end of half year</b>	<b>32.7</b>	<b>27.5</b>



# CASHFLOW RECONCILIATION

Half Year ended 31 December, A\$ millions	1H 2016	1H 2015
Statutory net cash from operating activities	21.8	25.1
Interest	16.7	11.7
Tax	18.3	12.1
Reorganisation spend (relating to operating activities)	3.9	3.7
Foreign exchange, reclassifications and other items	2.1	0.6
<b>Operating cash flow<sup>(1)</sup> - including securitisation</b>	<b>62.8</b>	<b>53.2</b>
Less Securitisation	(6.1)	0.0
<b>Operating cash flow<sup>(1)</sup> - excluding securitisation</b>	<b>56.7</b>	<b>53.2</b>