

# ASX ANNOUNCEMENT

**DATE: 24 August 2016**

## **FY2016 RESULTS PRESENTATION**

Attached is the Presentation regarding Pact's Financial Results for the year ended 30 June 2016. The Presentation will occur at 10am (Melbourne time) today.

The information contained in the Presentation should be read in conjunction with today's announcement of Pact's Consolidated Financial Report for the year ended 30 June 2016 and Media Release.

### **Investor Briefing details:**

Meeting Title: Pact Group Holdings – 2016 Full Year Results

Date: Wednesday 24 August 2016

Start time: 10.00am Australian Eastern Standard Time

The Presentation will be via live audio webcast, with synchronised slides which can be accessed using the following link:

<http://webcasting.brrmedia.com/broadcast/578f00b5756a0c147ef2bd02>

If you cannot access the webcast, then please dial in using one of the numbers below, followed by the **conference ID 127558**:

Australia toll free 1800 558 698

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Australia local number +61 2 9007 3187

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:** Group Manager – Finance & Investor Relations

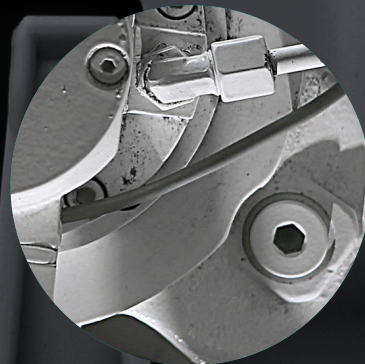
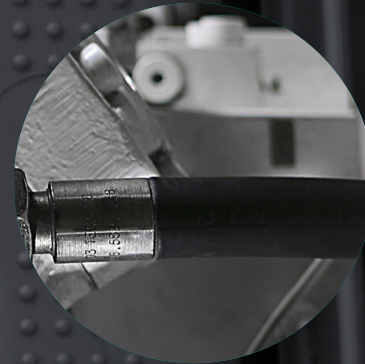
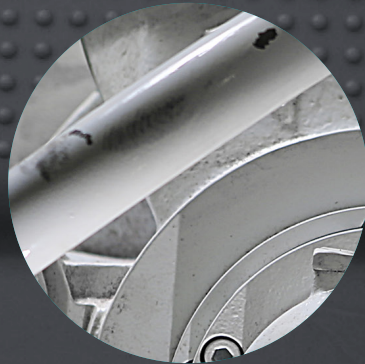
**CONTACT NUMBER:** +613 8825 4100

### **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 FULL YEAR RESULTS

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

24 August 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.

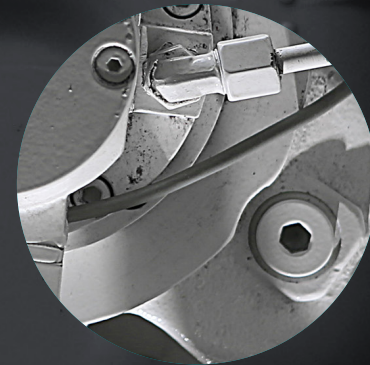
## **Non IFRS Financial Information**

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 Full Year Consolidated Financial Report.

All Non-IFRS information has not been subject to review by the Company's external auditor. Refer to Page 26 for the reconciliation of EBITDA and EBIT before significant items. Refer to Page 30 for the reconciliation of Operating Cashflows.

# 2016 PERFORMANCE



# BUSINESS HIGHLIGHTS

Solid financial performance with growth in all key metrics 

Jalco acquisition integrated and 3 bolt-on acquisitions completed 

2015 efficiency program substantially complete 

Disciplined cash management funding acquisitions 

Strong return to Shareholders 

\$A millions	FY 2016	FY 2015	Movement
Sales revenue	1,381.3	1,249.2	11%
EBIT (before significant items) <sup>1</sup>	162.5	152.5	7%
NPAT (before significant items) <sup>1</sup>	94.3	85.2	11%
NPAT after significant items	85.1	67.6	26%
Operating cash flow <sup>2,3</sup>	219.1	215.3	2%
Total dividends – cents per share	21.0	19.5	8%
Total shareholder return <sup>5</sup>	33.5%	36.6%	



<sup>1</sup> EBIT before significant items and NPAT before significant items are non-IFRS financial measures and have not been subject to audit by the Company's external auditor. Refer to page 26 for a reconciliation

<sup>2</sup> Operating cashflow is a non-IFRS financial measure and has not been subject to audit by the Company's external auditor. Refer to page 11 for a definition and page 30 for a reconciliation

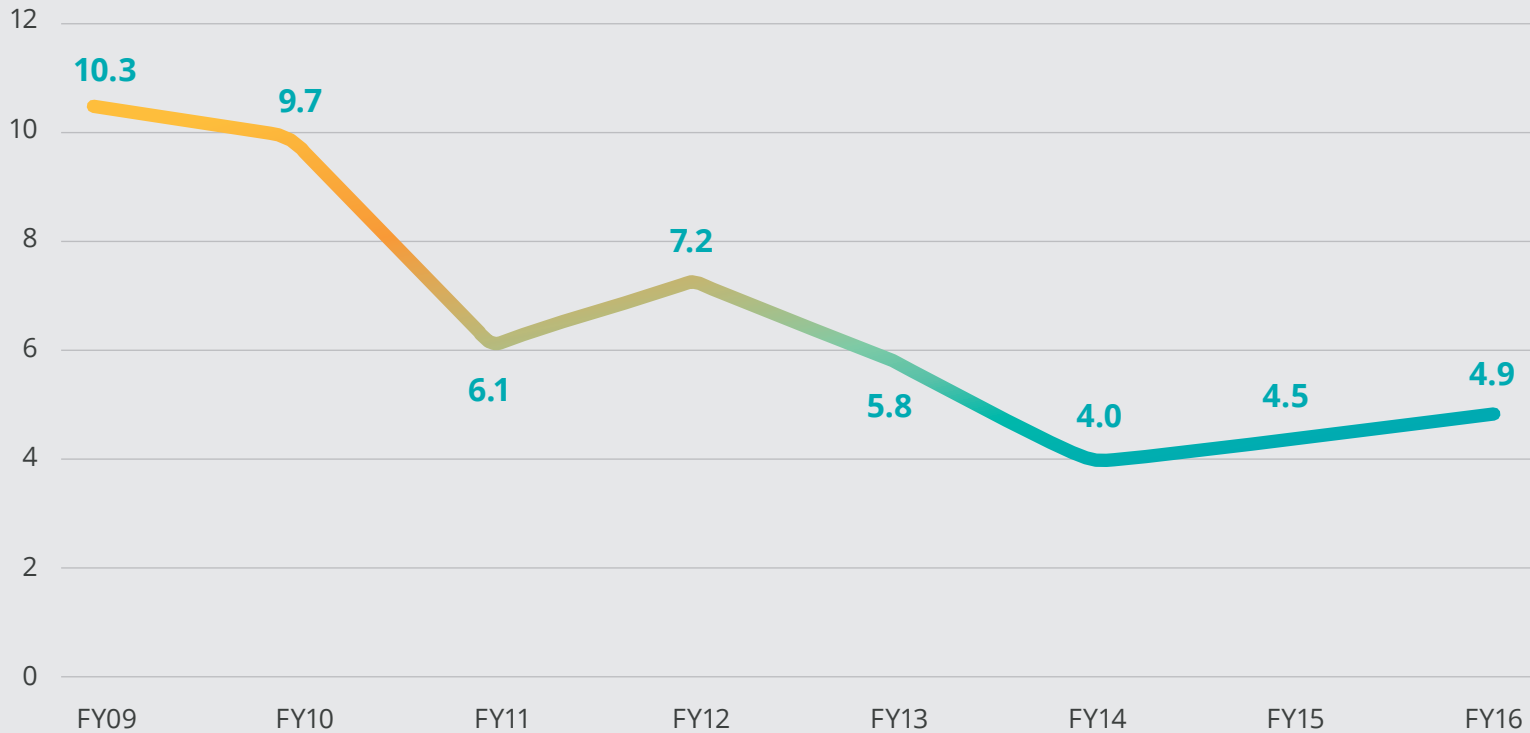
<sup>3</sup> Operating cashflow excludes the impact of additional securitisation of \$18.7 million in FY2016 and \$96.9 million in FY2015. Operating cashflow including the impact of securitisation = \$237.8 million in FY2016 and \$312.2 million in FY2015

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

<sup>5</sup> FY2016 total shareholder return measured as June 2016 30 day volume weighted average share price plus dividends received by shareholders in FY2016, compared to June 2015 30 day volume weighted average share price

# SAFETY REMAINS A PRIORITY

Lost Time Injury Frequency Rate



Ongoing focus on improving safety culture and process, particularly in the newly acquired businesses



**TOWARDS  
ZERO  
HARM**

# FINANCIAL RESULTS SUMMARY

Year ended 30 June, \$A millions	FY 2016	FY 2015	Change %
Sales revenue	1,381.3	1,249.2	10.6%
EBITDA (before significant items) <sup>1</sup>	220.2	208.7	5.5%
<i>EBITDA margin</i>	<i>15.9%</i>	<i>16.7%</i>	<i>(0.8%)</i>
EBIT (before significant items) <sup>1</sup>	162.5	152.5	6.6%
<i>EBIT margin</i>	<i>11.8%</i>	<i>12.2%</i>	<i>(0.4%)</i>
NPAT (before significant items) <sup>1</sup>	94.3	85.2	10.7%
NPAT after significant items	85.1	67.6	25.9%
Operating cashflow <sup>2,3</sup>	219.1	215.3	1.8%
Gearing <sup>4</sup>	2.3	2.1	(0.2)

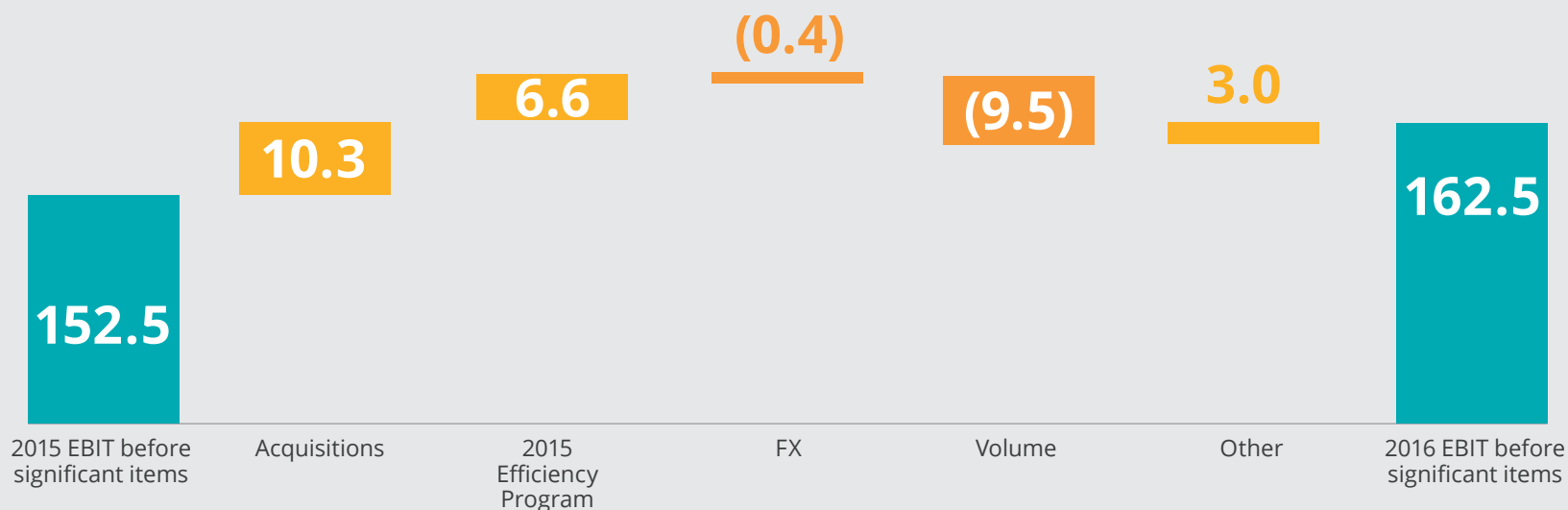
<sup>1</sup> EBIT before significant items and NPAT before significant items are non-IFRS financial measures and have not been subject to audit by the Company's external auditor. Refer to page 26 for a reconciliation

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

# ACQUISITIONS AND EFFICIENCY DRIVE EBIT GROWTH



## Acquisitions

Jalco integration complete and business performing ahead of expectation

Part-year benefit of 2016 bolt-on acquisitions

Full year benefit of Sulo and bolt-on acquisitions made in prior year

## Efficiency

Implementation of the 2015 Efficiency Program is substantially complete with the program delivering benefits ahead of expectations

## Volume

Weaker demand in agricultural, dairy and industrial sectors

Adverse impact from net contract losses

Stronger demand from the materials handling sector

## Other

Lower lease related costs

Gains on sale of property

Facility start-up costs

Cost of management handover in the period



Year ended 30 June, \$A millions	FY 2016	FY 2015	Variance
Sales revenue	1,027.9	889.9	15.5%
EBIT before significant items	95.6	86.3	10.8%
<i>EBIT margin</i>	9.3%	9.7%	(0.4%)



## Highlights

Strong performance culture driving efficiency and improved underlying margins<sup>1</sup>

Jalco integration complete and business performing ahead of expectation

Growth from bolt-on acquisitions in current year and full year impact from prior year acquisitions



## Challenges

Subdued underlying market conditions including weaker demand from agricultural and industrial sectors

Adverse impact from net contract losses

Costs of management handover and delayed facility start-up

Year ended 30 June, \$A millions	FY 2016	FY 2015	Variance
Sales revenue	353.4	359.2	(1.6%)
EBIT before significant items	66.8	66.1	1.1%
<i>EBIT margin</i>	<i>18.9%</i>	<i>18.4%</i>	<i>0.5%</i>



## Highlights

Diversification and resilience delivering results in a challenging market

Efficiency benefits driving improved margins

Improved demand in materials handling and in the non-dairy agricultural sector in the 2nd half



## Challenges

Weaker demand from dairy and industrial sectors

Delayed start-up in Indonesia

# 2015 EFFICIENCY PROGRAM



Project will deliver the \$15 million of annual savings expected in 2017 as committed



## Delivered

3 plants closed  
5 plants rationalised  
\$6.6 million efficiency savings realised in FY 2016

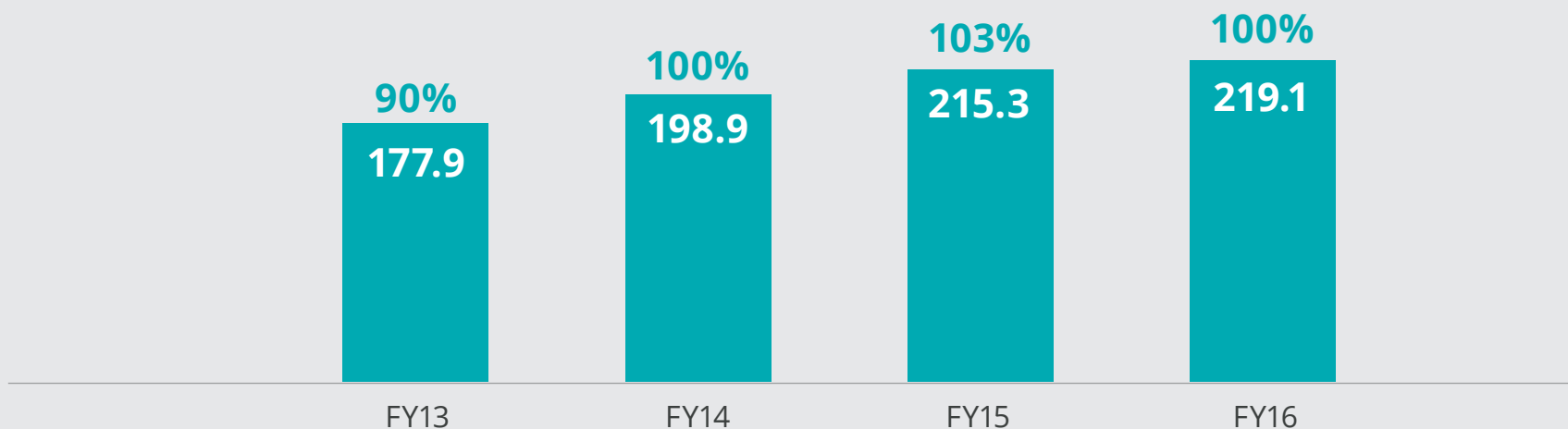


Total program costs still expected to be \$30 million pre-tax, in line with previous estimates (includes approximately \$15 million of cash costs)

# DISCIPLINED CASH MANAGEMENT

Year ended 30 June, \$A millions	FY 2016	FY 2015
Operating cashflow <sup>1,5</sup>	219.1	215.3
Capex <sup>2</sup>	52.1	43.4
Free cashflow <sup>3,5</sup>	167.0	171.9
Operating cashflow conversion <sup>4,5</sup>	100%	103%

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



1 Operating cashflow is a non-IFRS financial measure and has not been subject to audit 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 30 for a reconciliation between statutory and operating cashflow

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

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

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

5 Excluding impacts of additional securitisation FY16: \$18.7 million (FY15 \$96.9 million). Operating cashflow including securitisation FY16 = \$237.8 million (FY15 = \$312.2 million)

# STRONG BALANCE SHEET FUNDING ACQUISITIONS

Year ended 30 June, \$A millions	FY 2016	FY 2015
Net Debt <sup>1,4</sup>	509.6	440.3
Gearing <sup>2</sup>	2.3	2.1
Interest Cover <sup>3</sup>	7.2	6.3

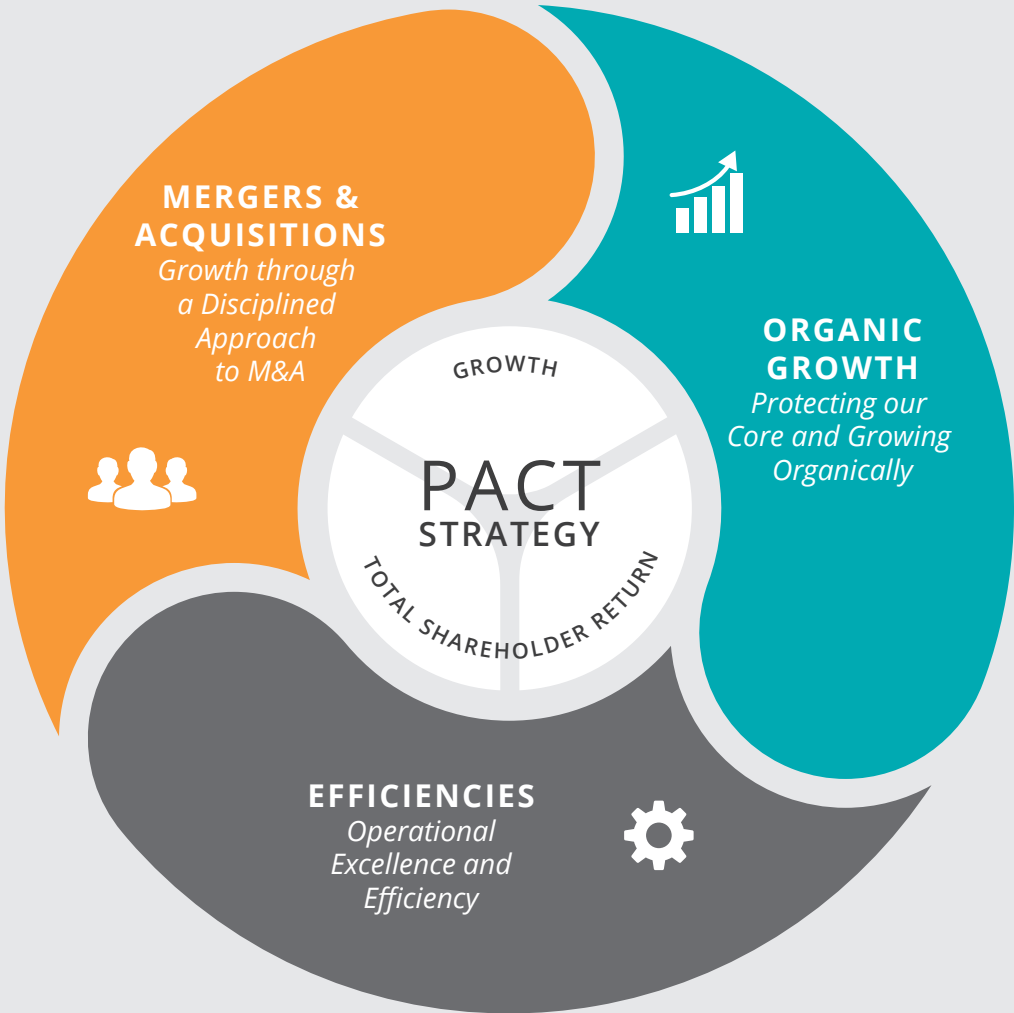
Acquisition funding of \$114 million in the period.  
Key metrics remain well within target levels.

- 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 30 June 2016 and 30 June 2015 Full 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 FY15 to FY16 includes -\$114 million acquisitions, +\$45 million other net cash inflows

# GROWTH & EFFICIENCY



# FOCUSED ON GROWTH IN SHAREHOLDER VALUE



# 2016 SCORECARD

Protect our core and grow organically

- Organisational restructure complete, delivering increased accountability
- Disciplined sales pipeline management processes established with EBIT improvements to be delivered in FY2017
- Future growth secured in materials handling sector through the establishment of a crate pooling business for a key customer

Operational excellence and efficiency

- 2015 Efficiency Program substantially complete with benefits in the period ahead of expectation
- Operational excellence, with Stage 1 lean manufacturing implementation in progress and expected to deliver EBIT benefits in FY2017

Growth through a disciplined approach to M&A

- Continued expansion of our product and customer portfolio
- Jalco fully integrated and performing ahead of expectation
- 3 bolt-on acquisitions complete in FY2016
- Acquisition of Fruit Case Company complete July, 2016, expanding crate pooling capacity in New Zealand



# LEAN MANUFACTURING – USING EXISTING RESOURCES TO DELIVER EFFICIENCY

Lean is currently being implemented in a staged approach across all major manufacturing facilities. Stage 1 implementation, involving 10 plants, is underway.

## What is lean?

A powerful yet low cost approach to efficiency, providing employees with analytical tools to identify problems and implement solutions

- High involvement and positive feedback from employees
- Implementation of rolling 30 / 60 / 90 day plans delivering measurable improvements in safety, quality and financial benefits
- Minimal cost to implement
- Capital solutions to date running through normal capex processes and budget



### Systematic problem solving approach



### Delivering results in common problem areas

OEE – machine efficiency

Shop floor waste

Cavitation

Variability in output and quality

Contamination

Number of change-overs and time taken

DIFOT



# ESTABLISHING A LEADING POSITION IN CRATE POOLING

A partnership with Woolworths in Australia and the acquisition of the Fruit Case Company (FCC) in New Zealand will provide Pact with a leading position in Returnable Produce Crate pooling services.



## Australia

Long term partnership with Woolworths to supply returnable produce crates (RPC's) for secondary produce packaging

Establishment of crate pooling operations underway with operations to commence in Q1 FY2018

Capital spend of approximately \$70 million including 4 facilities, asset tracking technology and over 4 million RPC's



## New Zealand

Acquisition of FCC, a leading RPC hire business, from T&G Global, a distributor and marketer of NZ horticultural produce (completed July 2016)

Long-term agreement with T&G for the provision of crate hire services. Facilities and logistics agreements also in place

Purchase consideration of \$16.9 million to acquire all assets, brands and trademarks

Both investments will achieve 20% ROI by third year of operation



# A NATURAL EXTENSION OF OUR POSITION IN THE MATERIALS HANDLING SECTOR

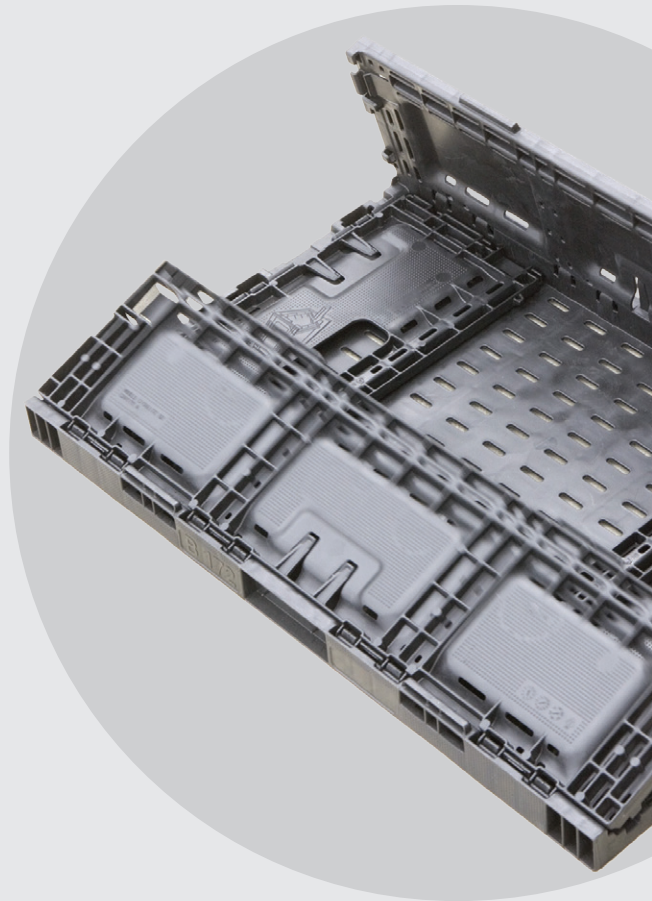
Crate pooling leverages existing competencies and customer relationships and offers significant long term growth opportunities.

Leveraging existing competencies and customer relationships

- Significant experience in the design and manufacture of RPC's plus unique intellectual property
- Experience in pooling and wash assets in this region
- Existing customer relationships and intimate understanding of the needs of the sector

Long term growth opportunities

- Higher utilisation of RPC's and other packaging formats for produce (eg. horticultural bins)
- Increased use of RPC's for non-produce items such as protein and eggs
- Innovation and store ready presentation crates



# SUMMARY



Efficiency and acquisitions continue to deliver EBIT growth



Strong balance sheet



Disciplined cash management



Continued strong returns to shareholders



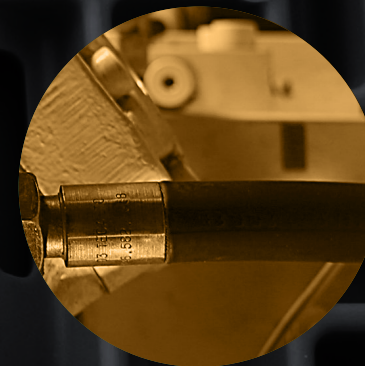
Strategically well positioned

# OUTLOOK

# FY17

We expect to achieve higher revenue and earnings (before significant items) in FY17, subject to global economic conditions.

# APPENDIX



# A LEADING PROVIDER OF PACKAGING SOLUTIONS

Pact (PGH) is a leading provider of rigid plastics and metals packaging solutions in Australasia, with a market capitalisation of over \$1.5 billion.



## Our Business

Largest manufacturer of rigid plastics packaging in Australia and New Zealand with a growing footprint in Asia

Australia's pre-eminent FMCG contract manufacturing service provider

Provider of recycling, sustainability and environmental services



## Our Strengths

Disciplined performance driven culture

Extensive manufacturing and supply network

Highly diversified with broad end-market reach

World class innovation

Proven track record in identifying and executing value accretive acquisitions



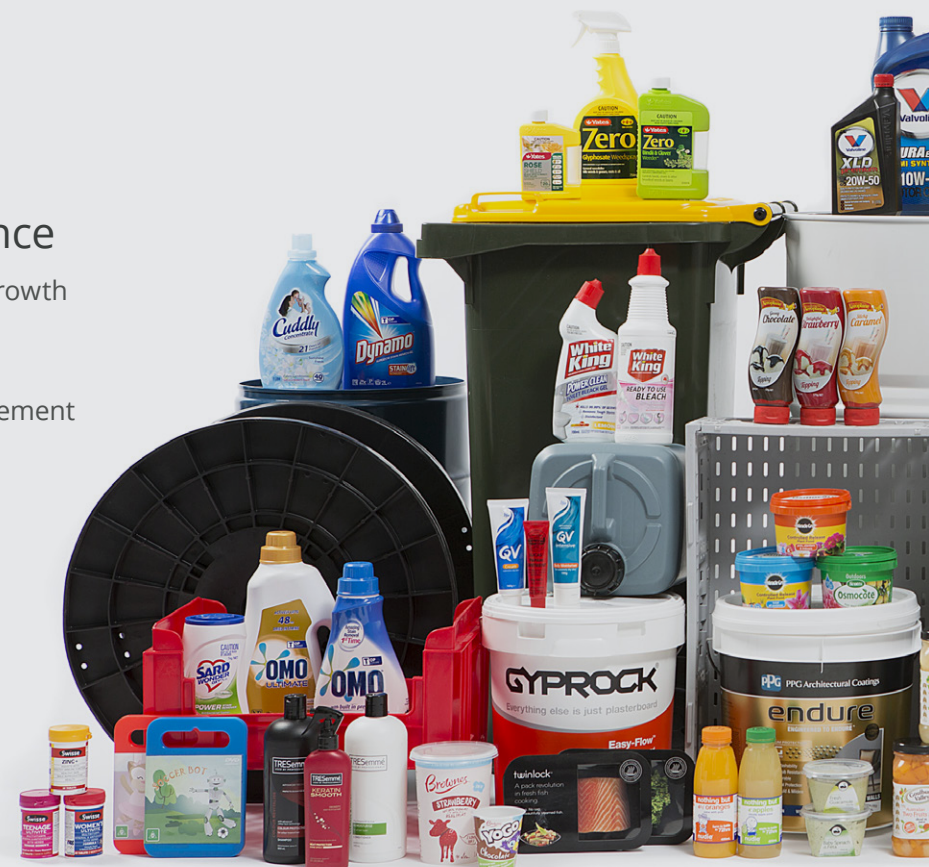
## Our Performance

Year on year earnings growth

Low earnings volatility

Disciplined cash management with strong operating cash performance

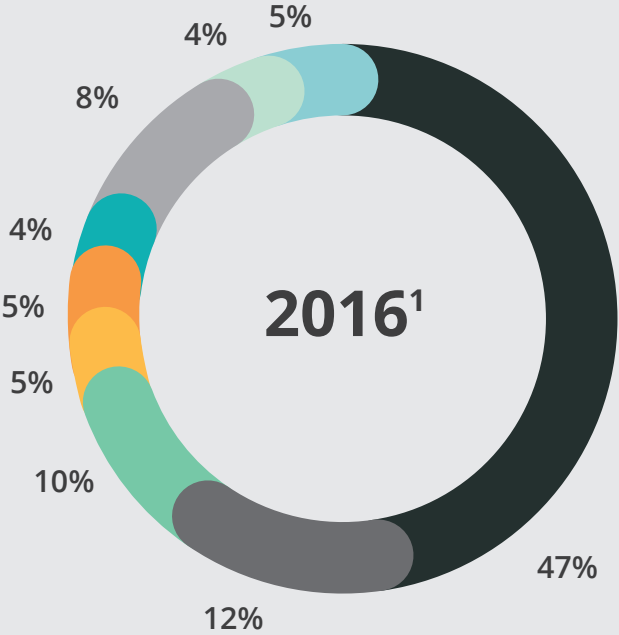
Strong returns to shareholders



# SECTOR DIVERSITY



Revenue % by sector

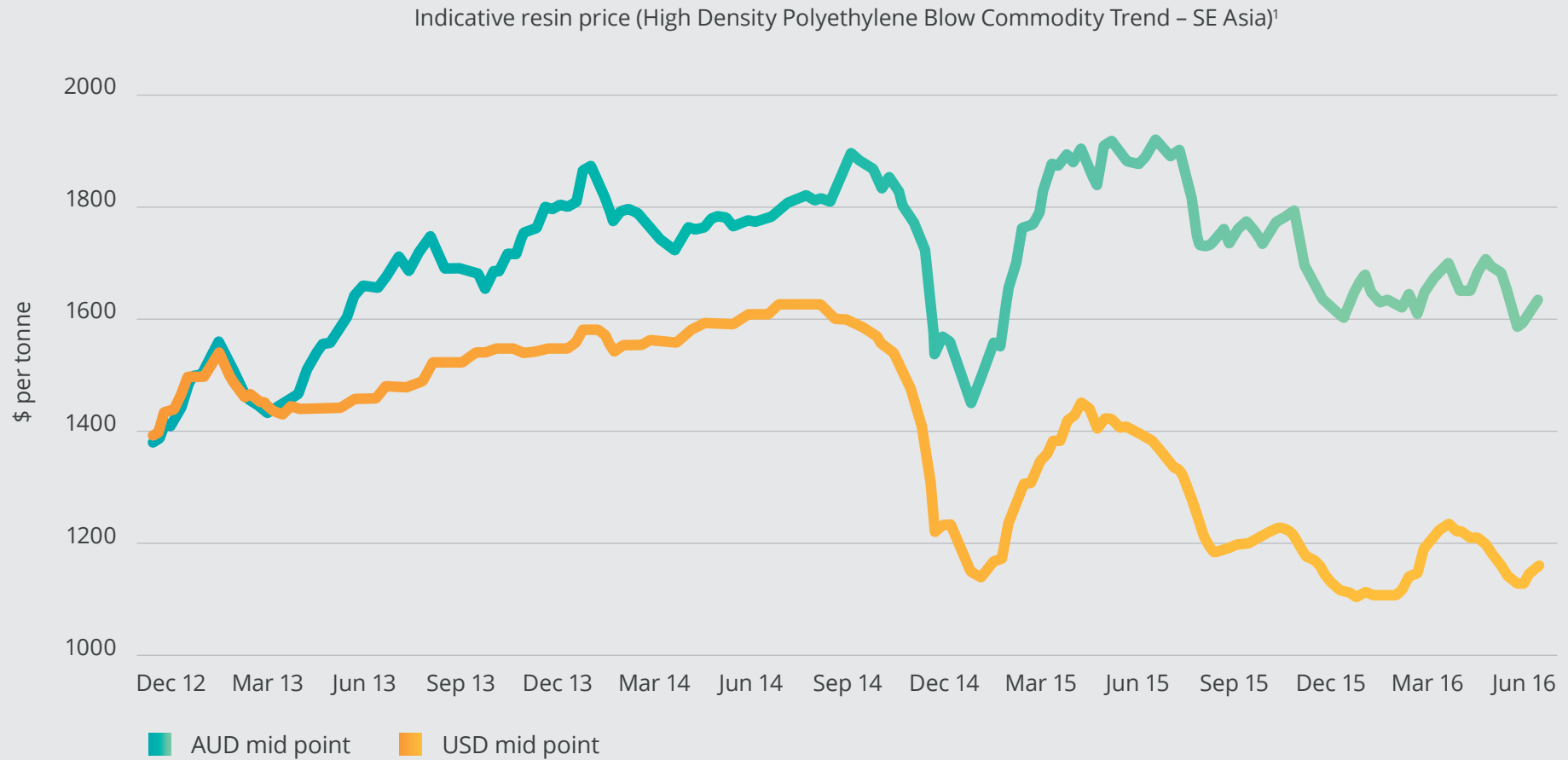


- Food, Dairy and Beverage
- Health and Personal Care
- Other Household Consumables
- Surface Coatings
- Agricultural and Other Chemicals
- Oils and Lubricants
- Materials Handling
- Sustainability Services
- Other

<sup>1</sup> 2016 FY including full year impact of Jalco.



# RESIN COST MOVEMENTS



Material cost price volatility managed through a disciplined cost recovery strategy

# STATUTORY INCOME STATEMENT

Year ended 30 June, A\$ millions	FY 2016	FY 2015
Sales revenue	1,381.3	1,249.2
Interest & Other Income	8.3	5.3
Raw materials and consumables used	(590.0)	(534.6)
Employee benefits expense	(340.8)	(291.1)
Occupancy, repairs and maintenance, administration and selling expenses	(241.5)	(218.8)
Other gains losses	(8.5)	(24.9)
Depreciation, amortisation and impairment	(57.7)	(56.2)
Finance costs expense	(30.6)	(33.1)
<b>Profit / (loss) before income tax expense</b>	<b>120.5</b>	<b>95.8</b>
Income tax expense	(35.4)	(28.1)
<b>Net profit / (loss) for the period</b>	<b>85.1</b>	<b>67.7</b>
Profit attributable to non-controlling interests	0.0	(0.1)
<b>Net profit / (loss) attributable to equity holders of the parent entity</b>	<b>85.1</b>	<b>67.6</b>
Earnings per share – basic / diluted (in cents)	28.8	23.0

# RECONCILIATION OF STATUTORY INCOME STATEMENT

Year ended 30 June, \$A millions	FY2016	FY2015
Statutory profit before income tax	120.5	95.8
Add net finance cost expense <sup>1</sup>	30.5	33.1
EBIT after significant items <sup>2</sup>	151.0	128.9
Add significant items <sup>3</sup>	11.5	23.6
EBIT before significant items <sup>4</sup>	162.5	152.5
Add depreciation and amortisation <sup>5</sup>	57.7	56.2
EBITDA before significant items <sup>4</sup>	220.2	208.7

Year ended 30 June, \$A millions	FY2016	FY2015
Statutory NPAT after significant items	85.1	67.6
Add significant items <sup>3</sup>	11.5	23.6
Tax effect of significant items and significant tax items <sup>6</sup>	(2.3)	(6.0)
NPAT before significant items	94.3	85.2

1 Finance costs expense is presented net of interest revenue

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 27

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 audit by the Company's external auditor. Refer to page 2 for further information

5 Depreciation and amortisation has been extracted from Note 3.2 in the Full Year Consolidated Financial Report

6 Tax effect of significant items is calculated as 28%-30% of deductible items presented on page 27

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

<b>Year ended 30 June, \$A millions</b>	<b>FY2016</b>	<b>FY2015</b>
Acquisition related costs	(2.9)	(2.7)
Business reorganisation program - restructuring costs	(7.8)	(6.8)
Business reorganisation program - asset write downs	(0.8)	(12.6)
Business reorganisation program - loss on partial disposal of subsidiary	0.0	(1.5)
<b>Total significant items before tax</b>	<b>(11.5)</b>	<b>(23.6)</b>
Tax effect of significant items above	2.3	6.0
<b>Total significant items after tax</b>	<b>(9.2)</b>	<b>(17.6)</b>

# STATUTORY BALANCE SHEET

Year ended 30 June, \$A millions	30 Jun 16	30 Jun 15
Cash and cash equivalents	51.9	32.6
Trade and other receivables	114.6	93.7
Inventories	146.6	117.5
Other current assets	7.9	9.4
<b>Total current assets</b>	<b>321.0</b>	<b>253.3</b>
Trade and other receivables	6.2	0.9
Property plant and equipment	582.7	541.5
Investments in associates and joint ventures	16.0	14.6
Intangible assets	417.9	340.1
Other non current assets	29.2	26.8
<b>Total non current assets</b>	<b>1,052.0</b>	<b>923.9</b>
<b>Total assets</b>	<b>1,373.0</b>	<b>1,177.1</b>
Trade and other payables	314.2	267.5
Provisions	36.2	38.1
Other current liabilities	2.4	0.2
<b>Total current liabilities</b>	<b>352.8</b>	<b>305.9</b>
Provisions and other payables	36.2	28.5
Interest bearing loans and borrowings	561.4	472.9
<b>Other non current liabilities</b>	<b>53.4</b>	<b>42.9</b>
<b>Total non current liabilities</b>	<b>651.0</b>	<b>554.4</b>
<b>Total liabilities</b>	<b>1,003.8</b>	<b>850.2</b>
<b>Net assets</b>	<b>369.2</b>	<b>326.9</b>

# STATUTORY CASHFLOW STATEMENT

Year ended 30 June, \$A millions	FY2016	FY2015
<b>Cash flows from investing activities</b>		
Receipts from customers	562.4	1,352.2
Receipts from securitisation program	984.5	65.5
Payments to suppliers and employees	(1,344.5)	(1,212.8)
Income tax paid	(28.5)	(18.8)
Interest received	0.1	0.1
Proceeds from securitisation or trade debtors	18.7	96.9
Borrowing, trade debtor securitisation and other finance costs paid	(32.0)	(32.6)
<b>Net cash provided by operating activities</b>	<b>160.8</b>	<b>250.4</b>
<b>Cash flows from operating activities</b>		
Payments for property, plant and equipment	(52.1)	(43.4)
Purchase of businesses and subsidiaries, net of cash acquired	(113.9)	(34.9)
Proceeds from sales of property, plant & equipment	8.6	0.2
Sundry items	(1.4)	0.5
<b>Net cash flows used in investing activities</b>	<b>(158.8)</b>	<b>(77.6)</b>
<b>Cash flows from financing activities</b>		
Proceeds from borrowings	348.7	176.5
Repayment of borrowings	(273.0)	(285.5)
Payment of dividend	(59.1)	(55.9)
Payment of dividend to non-controlling interest	(0.3)	-
<b>Net cash provided by / (used in) financing activities</b>	<b>16.3</b>	<b>(164.9)</b>
<b>Net increase in cash and cash equivalents</b>	<b>18.3</b>	<b>8.0</b>
Cash and cash equivalents at beginning of year	32.6	24.2
Effect of exchange rates on cash and cash equivalents	1.0	0.4
<b>Cash and cash equivalents at end of year</b>	<b>51.9</b>	<b>32.6</b>

# CASHFLOW RECONCILIATION

Year ended 30 June, \$A millions	FY2016	FY2015
Statutory net cash used in operating activities	160.8	250.4
Interest	31.9	32.6
Tax	28.5	18.8
Reorganisation spend (relating to operating activities)	12.9	8.5
Other items	3.7	1.9
<b>Operating cash flow<sup>1</sup> - including securitisation</b>	<b>237.8</b>	<b>312.2</b>
Less Securitisation	(18.7)	(96.9)
<b>Operating cash flow<sup>1</sup> - excluding securitisation</b>	<b>219.1</b>	<b>215.3</b>