

# Environmental, Social & Governance Update

Pactiv Evergreen Inc.  
February 2021



# disclaimer

## Forward-Looking Statements and Other Information

This presentation contains forward-looking statements about the Company and its industry that involve substantial risks and uncertainties. All statements other than statements of historical facts contained in this presentation, including statements regarding the Company's future results of operations or financial condition, business strategy and plans and objectives of management for future operations, are forward-looking statements. In some cases, you can identify forward-looking statements because they contain words such as "anticipate," "believe," "contemplate," "continue," "could," "estimate," "expect," "intend," "may," "plan," "potential," "predict," "project," "should," "target," "will" or "would" or the negative of these words or other similar terms or expressions. Such forward-looking statements are subject to various risks and uncertainties. Accordingly, there are, or will be, important factors that could cause actual outcomes or results to differ materially from those indicated in these statements. Moreover, new risks and uncertainties emerge from time to time, and it is not possible for the Company to predict all risks and uncertainties that could have an impact on the forward-looking statements contained in this presentation. The results, events and circumstances reflected in the forward-looking statements made herein may not be achieved or occur, and actual results, events or circumstances could differ materially from those described in the forward-looking statements. Given these risks and uncertainties, you are cautioned not to place undue reliance on such forward-looking statements. For additional information on these and other factors that could cause our actual results to materially differ from those set forth herein, please see our filings with the Securities and Exchange Commission, including our final prospectus filed with the Securities and Exchange Commission on September 18, 2020 pursuant to Rule 424(b)(4).

All information contained herein speaks only as of the date of this presentation, except where information is stated to be presented as of a specific date. The Company undertakes no duty to update or revise the information contained herein, publicly or otherwise, including any forward-looking statements.

Information regarding market data presented herein has been obtained from internal sources, market research, publicly available information, and industry publications. Estimates are inherently uncertain, involve risks and uncertainties and are subject to change based on various factors. While the Company believes that these sources and estimates are reliable as of the date hereof, it has not independently verified them and cannot guarantee their accuracy or completeness.

## Non-GAAP Financial Measures

This presentation includes Adjusted EBITDA from continuing operations, Adjusted EBITDA Margin, Free Cash Flow and Free Cash Flow Margin, which are non-GAAP financial measures. We define Adjusted EBITDA from continuing operations as net (loss) income from continuing operations as our net (loss) income from continuing operations calculated in accordance with GAAP, plus the sum of income tax expense, net interest expense, depreciation and amortization and further adjusted to exclude certain items of a significant or unusual nature, including but not limited to related party management fees, foreign exchange gains or losses on cash, unrealized gains or losses on derivatives, gains or losses on the sale of businesses and non-current assets, restructuring, asset impairment and other related charges, operational process engineering-related consultancy costs, non-cash pension income or expense and strategic review and transaction-related costs. The Company defines Adjusted EBITDA margin as Adjusted EBITDA from continuing operations divided by total net revenue.

We define Free Cash Flow as Adjusted EBITDA from continuing operations less capital expenditures. We define Free Cash Flow Margin as Free Cash Flow divided by Adjusted EBITDA.

Reconciliations of Adjusted EBITDA from continuing operations to net (loss) income from continuing operations, the most directly comparable GAAP financial measure, is included on slide 31 to this presentation. A reconciliation of Free Cash Flow is also included on slide 31 to this presentation. We have included Adjusted EBITDA from continuing operations in this presentation because it is a key measure used by our management team to evaluate our operating performance, generate future operating plans and make strategic decisions. We have included Free Cash Flow because we believe it is a key measure that provides information to management and investors about the amount of cash generated from operations that is available for mandatory payment obligations, investment opportunities and potentially available to return to investors. Accordingly, the Company believes that Adjusted EBITDA from continuing operations and Free Cash Flow provide useful information to investors and others in understanding and evaluating its operating results in the same manner as its management team and board of directors. Each of Adjusted EBITDA from continuing operations and Free Cash Flow has limitations as a financial measure and you should not consider it in isolation or as a substitute for analysis of our results as reported under GAAP.

Guidance for fiscal year 2021, where adjusted, is provided on a non-GAAP basis, which the Company will continue to identify as it reports its future financial results. The Company cannot reconcile its expected Adjusted EBITDA to net income under "Investor Highlights" without unreasonable effort because certain items that impact net income and other reconciling metrics are out of the Company's control and/or cannot be reasonably predicted at this time.

## Trademarks

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# investor highlights

- Successfully completed IPO and debt refinancing transactions
- 2020 Adjusted EBITDA<sup>1</sup> in line with expectations despite ongoing COVID-19 crisis
- Our Strategic Investment Program (SIP) remains on track from both a spending and benefit perspective
- COVID-19 continues to affect the business offset by benefits from our SIP, procurement, and SG&A initiatives
- Beverage Merchandising operational review and Next Generation PTVE Waste Elimination program kicked off
- Our net pension obligation on the PEPP, our largest plan, reduced to \$439mn from \$654mn in 2019

- Improving 2021 outlook
  - Expecting Annual Operating Plan Adjusted EBITDA of \$700mn - \$715mn<sup>2</sup>
  - COVID-19 continues to impact the business
  - Expecting Q1 Adjusted EBITDA of \$110mn - \$120mn<sup>2</sup> – COVID-19 impacts and mill outage timing

**\$4,689 million**

**Net Revenue**

**\$18 million**

**Net Income from Continuing Operations**

**\$170 million**

**Adjusted EBITDA<sup>1</sup>**

**\$333 million**

**Free Cash Flow<sup>1</sup>**

1 - Adjusted EBITDA and free cash flow are non-GAAP financial measures. See slide 31 for a reconciliation to the most comparable GAAP measure.

2 - Prior to one-time impact from deep freeze in U.S. South.

# who we are



## EMPLOYEES

OVER 15,000 EMPLOYEES



## PRODUCTS

MORE THAN 13,000  
PRODUCT SKU'S



## GEOGRAPHY

FACILITIES IN 16 STATES  
AND 7 COUNTRIES



## PRODUCTION

53 MANUFACTURING PLANTS  
2 PAPER MILLS, 3 EXTRUSION PLANTS  
2 CARTON FILLING MACHINERY PLANTS



## DISTRIBUTION

26 WAREHOUSES - 8 DISTRIBUTION CENTERS



## MATERIALS

14 PRIMARY MATERIALS

**Pactiv Evergreen is the largest manufacturer of fresh food and beverage packaging supplying packers, processors, supermarkets, restaurants, institutions, foodservice outlets and beverage manufacturers across North America<sup>1</sup>**

# what we do

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## Foodservice

Food containers, hot and cold cups, lids, plates, bowls, cutlery and straws, wraps and cafeteria trays.



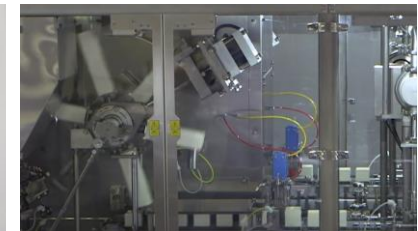
## Food Merchandising

Containers for delicatessen, bakery, produce and snack food applications; microwaveable containers for fresh, prepared and ready-to-eat food; and trays for meat, poultry and eggs.



## Beverage Merchandising

Fresh beverage cartons, fiber products, filling machinery





# at a glance: we are the largest manufacturer of fresh food and fresh beverage packaging in North America<sup>1</sup>



Extensive range of “on-the-go” products including plates, cups, cutlery, food containers and beverage cartons made from fiber, resin and aluminum.



Longstanding strategic partnerships with leading foodservice distributors, QSRs, food processors and food & beverage companies



Effective contractual raw material pass-throughs and recession-resilient end markets helps reduce volatility of Adjusted EBITDA



Well-invested manufacturing network with 58 efficient plants and ~\$636m of investments in the last 2 years creates competitive barriers



Commitment to sustainability with the largest recyclable and fiber-based eco-friendly line of products in the market

Foodservice	Food Merchandising	Beverage Merchandising
<b>#1</b> in North American Foodservice packaging	<b>#1</b> in US molded fiber egg cartons	<b>#1</b> in fresh beverage cartons <sup>2</sup>
<b>#1-2</b> in containers in North America <sup>3</sup>	<b>#1</b> in meat and poultry trays	<b>#1</b> in fresh beverage carton filling machinery

## 63%

Of FY 2020 sales from products made **from recycled, recyclable or renewable materials**

Source: Company information and management estimates.

Note: Revenue and Adj. EBITDA include corp., unallocated and other revenue & costs.

1 - Measured by revenue.

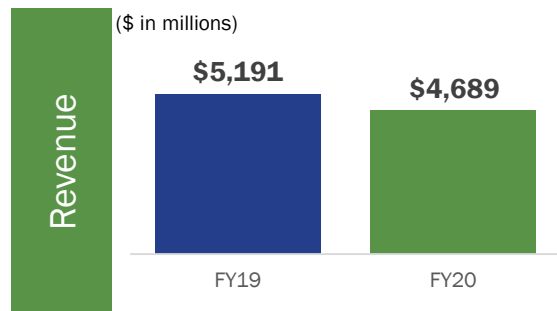
2 - Based on management estimate for US and Canada market share.

3 - Excludes paper-based containers.

# Financial Performance

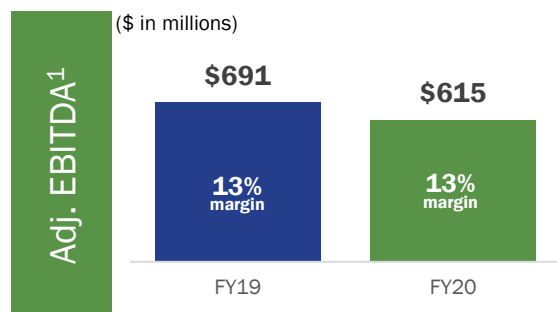
## Year-End 2020

# full year 2020 financial performance



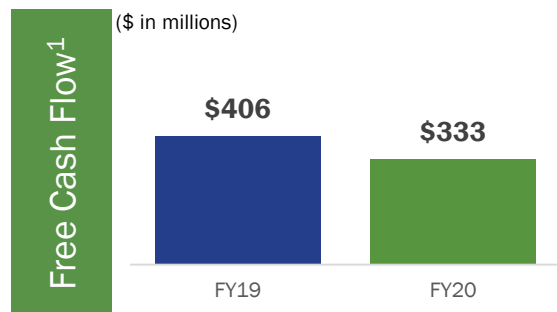
- **FY 2020 revenue down 10% year-over-year:**

- Lower sales volume due to COVID-19 related impacts from Q2 – Q4 2020
- Lower pricing as lower raw material costs passed through to customers



- **FY 2020 Adj. EBITDA<sup>1</sup> down 11% year-over-year:**

- Primarily driven by lower sales and unfavorable manufacturing costs
- Partially offset by favorable impact of lower raw materials and corporate costs



- **Decrease driven by lower Adjusted EBITDA<sup>1</sup>**

1 - Adjusted EBITDA and free cash flow are non-GAAP financial measures. See slide 31 for a reconciliation to the most comparable GAAP measure.



# financial highlights by segment

(\$ in millions)	Foodservice		
	FY 2020	FY 2019	YoY %
Net Revenue	\$1,811	\$2,160	(16%)
Adjusted EBITDA	\$241	\$336	(28%)

- **Foodservice revenue is down 16%**
  - Lower sales volume (13%) due to COVID-19
  - Lower pricing (3%) primarily due to lower raw material costs passed through to customers
- **Adj. EBITDA down 28% or (\$95mn)**
  - Lower sales volume and higher manufacturing costs offset by favorable freight costs
  - Margin % declined from 16% to 13%

(\$ in millions)	Food Merchandising		
	FY 2020	FY 2019	YoY %
Net Revenue	\$1,396	\$1,388	1%
Adjusted EBITDA	\$252	\$223	13%

- **Food Merchandising revenue up 1%**
  - Increased pricing (2%)
  - Partially offset by unfavorable FX impacts
- **Adj. EBITDA up 13% or +\$29mn**
  - Favorable raw material costs and higher pricing
  - Margin % improved from 16% to 18%

(\$ in millions)	Beverage Merchandising		
	FY 2020	FY 2019	YoY %
Net Revenue	\$1,469	\$1,606	(9%)
Adjusted EBITDA	\$148	\$196	(24%)

- **Beverage Merchandising revenue down 9%**
  - Lower sales volume (7%) and lower pricing (2%) due to COVID-19
- **Adj. EBITDA down 25% or (\$48mn)**
  - Lower sales, higher manufacturing costs, partially offset by lower raw material costs
  - Margin % declined from 12% to 10%

# strategic investment program

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(\$ in millions)

Categories	Benefit as of 12/31/2019	Benefit achieved through 12/31/2020	Total targeted payback	Capex spend through 12/31/2020	Total Program Capex
	(\$ in millions)	(\$ in millions)		(\$ in millions)	(\$ in millions)
Business growth (incl. Evergreen Integration)	\$18	\$38	~1.5 years	\$144	\$187
New product and material innovations	\$15	\$22	~2.0 years	\$69	\$105
Automation	\$16	\$27	~2.0 years	\$83	\$99
Digital Transformation	\$5	\$7	~2.5 years	\$188	\$270
Integrated Supply Chain	-	\$9	~2.0 years		
Cost reduction	\$3	\$18	~4.5 years		
<b>Total</b>	<b>\$56</b>	<b>\$121</b>	<b>~2.0 to 2.5 years</b>	<b>\$484</b>	<b>\$661</b>

Growth initiatives
  Cost reduction initiatives

# **Environmental and Social**

## Inspiring Sustainability Leadership

# sustainability in action

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**A long-standing history of partnerships with industry groups, conservation alliances and recycling and composting organizations**

**A proud legacy of innovation to bring new materials and sustainable products to market**

**Global market leaders united to drive change throughout the industry**

Our Sustainability Vision

**Lead and inspire sustainability stewardship**

Our Sustainability Mission

**Provide innovative paper and products that deliver  
safe, fresh, convenient food and beverages  
while valuing our planet, people and communities**

# Our Sustainability Pillars



## PROTECT OUR PLANET'S RESOURCES

Reduce emissions  
and energy use

Protect the sustainability  
of our forests

Minimize water use

Decrease waste  
going to landfill



## DELIVER SUSTAINABLE PRODUCTS ESSENTIAL TO CONSUMERS

Implement our Four R's approach  
(Reduce, Reuse, Recycle, Renew)  
to our materials and products

Collaborate across the value  
chain to drive the Four R's

Design innovative materials  
and products



## VALUE OUR PEOPLE AND COMMUNITIES

Champion a culture of safety  
at work and at home

Attract, empower and  
retain the best team

Embrace diversity and inclusion

Support the communities in  
which we work and live



# protect our planet's resources

## Reduce Emissions and Energy Use

~50% energy from renewable sources

**-10% -12%**

GREENHOUSE GAS  
EMISSIONS 2015-2019  
(scope 1 and 2)

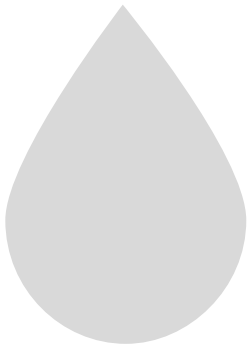
ABSOLUTE ENERGY  
CONSUMPTION 2015-2019

## Protect the Sustainability of our Forests



Our Beverage Merchandising business holds **third-party forestry certifications** from three independent internationally recognized organizations which demonstrates our commitment to responsible forest management, wood procurement procedures and chain-of-custody procedures.

## Minimize Water Use

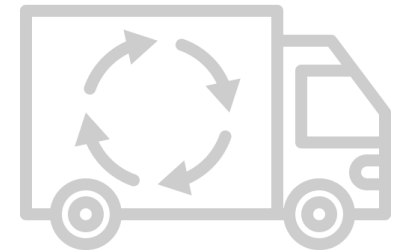


Our goal is to **minimize water use everywhere we operate**. For instance, water use reduction technologies in cooling towers at some Pactiv facilities helped reduce water intensity by 20% in these facilities.

## Decrease Waste to Landfill

**65%**

MUNICIPAL SOLID WASTE  
RECYCLED INSTEAD OF GOING  
TO LANDFILL<sup>1</sup> (2016-2019)



1 - Represents Foodservice and Food Merchandising data only. Beverage Merchandising data to be integrated in 2021.



# deliver essential, sustainable products

## Implement our Four R's approach to our materials and products

Our Four R's approach zeroes in on four key sustainability drivers: reduce, reuse, recycle, renew. We're working to increase all of these attributes across our materials and products. The following are just some examples of how we are improving the sustainability of our products.



REDUCE



Our Mineral-Filled Polypropylene (MFPP) containers **use on average 50% less virgin resin** than standard polypropylene containers, replacing traditional plastics with mineral fillers that also improve strength and heat resistance.



REUSE

Our EarthChoice Versa2Go™ microwaveable containers for delivery and take-out are **top rack, dishwasher-safe so they can be used again and again**. They also are made with 20% less plastic than our standard injection-molded containers.



RECYCLE



Many of our polyethylene terephthalate (PET) products **use post-consumer recycled content**, a minimum of 25% for EarthChoice products. Using recycled content helps divert waste from landfills.



Beverage cartons can be **widely recycled** and turned into new products, such as office paper or building materials.



RENEW

Evergreen's Sentinel™ Fully Renewable Ice Cream Board **uses a plant-based bio resin** polyethylene from sugarcane for ice cream packaging.



## Our goal: By 2030, 100% of our products will be made from recycled, recyclable or renewable materials.



**We're 63% of the way there** (based on FY 2020 revenues)

# deliver essential, sustainable products



## Design Innovative Materials and Products

At our state-of-the-art technology and innovation facilities, our teams are engineering new materials, improving the performance of our existing products, and commercializing more environmentally friendly packaging solutions based on our Four R's. In fact, for any new product we develop, sustainability is one of our primary assessment criteria, along with cost, efficiency, quality and customer needs.

**Our innovation culture helped develop 400+ patents, build 3 R&D centers, and foster the talent to create the largest sustainable products offering, nearly all made in the USA.**

### EARTHCHOICE®

Since 2010, we have grown our EarthChoice® portfolio of products to the largest offering on the market. Each of our EarthChoice® products checks one of the Four R's boxes. In line with our 2030 goal, we're ramping up R&D for the line in 2021.

New Product Introductions	Sustainable Materials	FY2021 Revenue	Full Run Rate Revenue
94	6	\$42MM	\$53MM

### PLANTCARTON®

Launched in 2018, PlantCarton® packaging embodies our 4Rs approach. PlantCarton® packaging is made with over 70% paper – **plant fiber from trees** that comes from forests where responsible forestry practices are used. Certifications from three independent parties and chain-of-custody product offerings provide our customers with supply chain assurance. **We offer solutions made with up to 97% renewable materials** when a barrier coating produced from sugarcane is used. Finally, **PlantCarton® packages are widely recyclable**. And — the ongoing value doesn't stop with first use! Recycled cartons are made into everyday products such as paper and stationery, tissue and household papers, and building materials.



# deliver essential, sustainable products

## Collaborate across the Value Chain to Drive the Four R's

 REDUCE  REUSE  RECYCLE  RENEW

At Pactiv Evergreen, we believe that partnerships are the key to driving meaningful change.

As just one manufacturer, we cannot by ourselves transform the complex patchwork of recycling and composting systems across North America. Therefore, we collaborate with various partners to expand opportunities for consumers to recycle or compost our products.



### EXPANDING CARTON RECYCLING

In 2009, Evergreen Packaging joined with other carton manufacturers and suppliers to launch the Carton Council, an industry organization committed to a shared goal: diverting cartons from landfills by expanding access to recycling and increasing the rate of recycling participation. Carton Council has made remarkable progress over the last decade to help bring carton recycling to the majority of U.S. households.

	2009	2019
STATES WITH CARTON RECYCLING ACCESS	24	49
HOUSEHOLDS WITH CARTON RECYCLING ACCESS (millions)	20	71
HOUSEHOLDS WITH CARTON RECYCLING ACCESS (%)	18	61

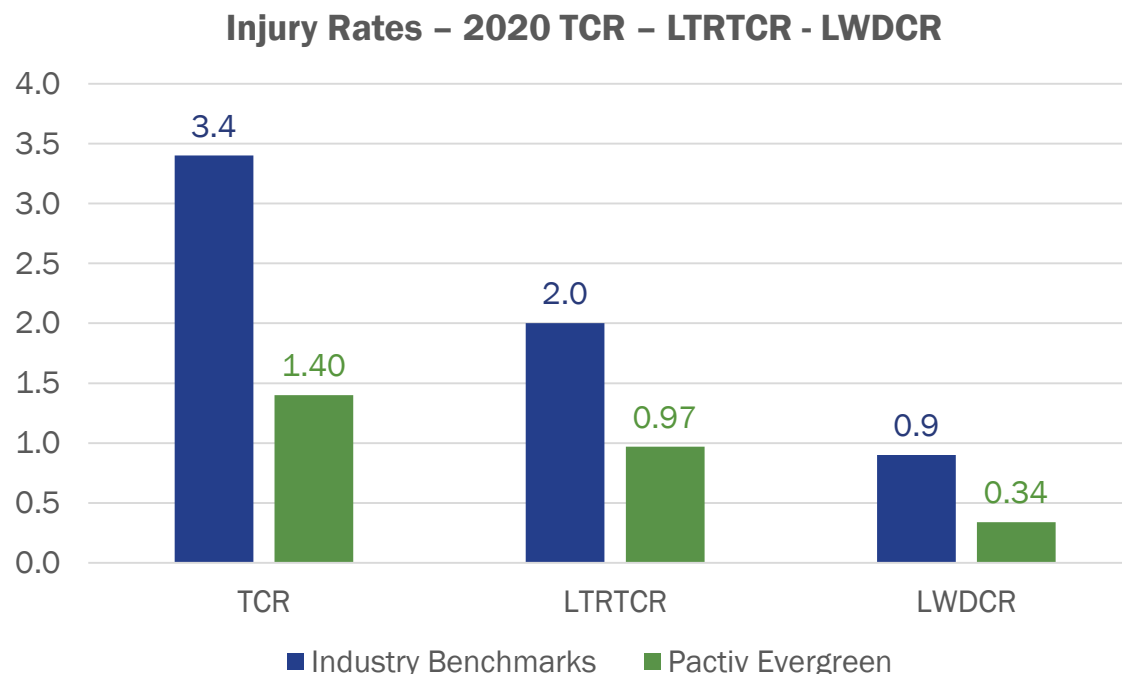
# value our people and communities

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## Champion a culture of safety at work and at home

**Our “safety first” culture fosters accountability and is embedded within our Stay Safety Alert and Target Zero frameworks,** which aspires to eliminate injuries and risky behaviors and improve overall Environmental, Health and Safety performance. We view all injuries as preventable and urge employees to take responsibility for themselves and their colleagues.



### IMPROVING SAFETY THROUGH EDUCATION

Our operational teams develop their own safety supplemental training program for operators to best adapt to different manufacturing conditions. In our Food Merchandising manufacturing facilities for instance, hourly operators are required to participate in the in-house certification. They first get certified at onboarding, but need to get re-certified every twelve months, participating in a scheduled, coordinated effort to keep our associates committed to their and their colleagues safety.

Total Case Rate (TCR), Lost Time Restricted Time Case Rate (LTRTCR) and Lost Work Day Injury Case Rate (LWDCR). Pactiv Evergreen data includes all U.S. locations (representing 85% of the workforce) and some international locations. Injury Rate Industry Benchmarks developed by (1) using the US Bureau of Labor Statistics Incidence Rates for the three (3) primary manufacturing operations of Pactiv and Evergreen, which are Plastics Manufacturing, NAICS 3261, Paper Converting, NAICS 3222, and Paper Mills, NAICS 32213 and (2) weighting each manufacturing operation's rates based on the relative hours worked for each operation.



# value our people and communities

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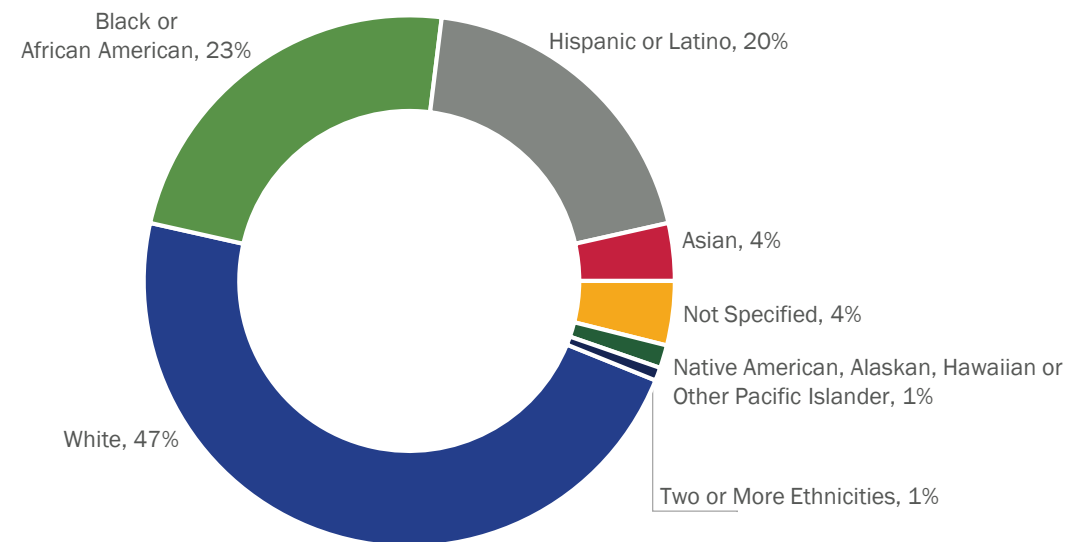


## Embrace diversity and inclusion

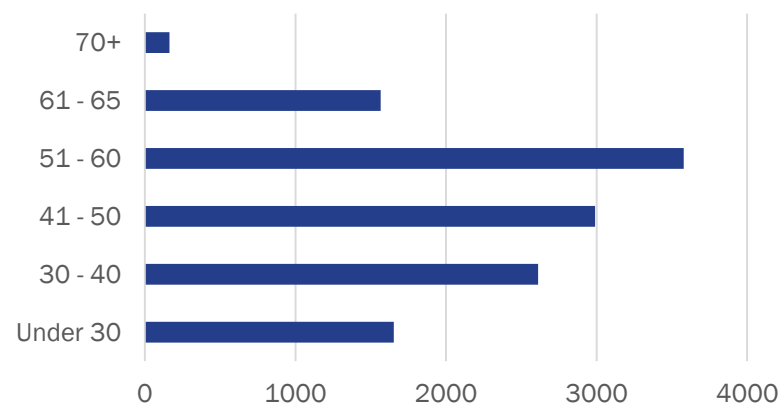
In 2020, +50% of total US employees were Black, Indigenous or People of Color. In 2021, we're working to revamp and **accelerate our people strategy** to make it more inclusive and representative.

We are using the results from our recently-completed **Employee Engagement Survey** to understand factors that will drive employee satisfaction and performance.

### Ethnicity Breakdown, 2020<sup>1</sup>



### Age Breakdown, 2020<sup>1</sup>



### Gender Breakdown, 2020<sup>1</sup>



  
**5.8%**  
VETERANS<sup>1</sup>

<sup>1</sup> - US Employees. US-based employees represent 85% of our workforce.

# value our people and communities



Attract, empower and retain  
the best team

**We recognize the essential role our employees play in our continued success.** We value diversity, innovative thinking, decisiveness and leadership skills — qualities that are essential in our fast-paced environment. We focus on promoting from within for rewarding careers and long-term growth.

## Examples of Community Outreach

**Recruitment programs** for transportation – Bedford Park, Bridgeview, Mt. Carmel; Disability Inclusion Program – St. Charles, etc.

**Running recruitment partnerships with organizations and non-profits** such as Viability, Wounded Warrior Project, Leaders Up, Fatherhood Coalition, Workforce Development, Lumity, Local Chambers of Commerce, Goodwill Industries, National Able Network, Chi-Tech Academy Women's Leadership, Upward Bound Veterans Job Club, NC Works



## TRAINING & TALENT DEVELOPMENT

Our employees benefit both from in-depth onboarding training and ongoing learning and development opportunities throughout their careers. Numerous programs include:

- **Leadership Advisory Council and Mentorship Program:** executive-sponsored initiatives for employees who demonstrate strong leadership capabilities
- **Leadership Webinars:** enable frontline leaders and supervisors to employ more effective and productive methods in developing leadership, communication and building strong teams. Almost 1,000 employees participated in the last session (37 classes across October - December 2020)
- **Operations Leadership Program:** Mentorship and training for military personnel re-entering civilian life with a Pactiv Evergreen operational position

# value our people and communities

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Support the communities in which  
we work and live

Pactiv Evergreen encourages our employees to give **back to the communities in which we live and work**. We partner with many organizations that create stronger communities and more sustainable economies.

COVID-19 interrupted a lot of our event-based community programs, but challenged us to **support our communities in new ways**:

- Tens of thousands of cups, containers and other items donated to feed healthcare workers, homeless people and others in need
- 2 tons of plastic donated to produce face shields
- Creation and production of intubation shields (see highlight below)
- Our usual donations around the holidays

**Innovation as a force for good:** Our teams in Grottoes, VA were able to create and produce intubation shields for Sentara RMH Medical Center in Harrisburg, VA. Either box-style or with a flexible film shield, the intubation shields protect doctors and nurses from aspirations during the intubation process. The hospital praise the Grottoes' staff for their "acts of kindness, ingenuity and great talents", as well as the team's "engineering expertise and skills as craftsmen". **Hats off to Grottoes, leading by example in building stronger communities.**





# value our people and communities

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## Keeping our essential workers safe through the COVID-19 pandemic

**Pactiv Evergreen is a key component of the food supply chain and a critical infrastructure business.** As such, we've continued to operate all of our manufacturing facilities and warehouses during the COVID-19 pandemic. We've continued to employ thousands of associates, supply thousands of customers and provide products that millions of businesses and consumers depend on in purchasing, serving and safely consuming food every day.

Following the US Center for Disease Control's guidance, and taking at heart the role we play in our communities, **we are going above and beyond to prevent and reduce the transmission among employees**, visitors to our facilities, and their families. Across our network, we implemented a series of measures designed to maintain a healthy work environment and business operations. Our COVID-19 response team, composed of members across functional teams, is charged with adapting to the ever-changing situation, always keeping our executives and employees informed.

**Additionally, our network of locations and procurement excellence have allowed for business continuity throughout the pandemic.** Thanks to frequent interactions with suppliers of direct and indirect materials, we have been able to source direct or indirect materials from secondary or tertiary suppliers when a primary supplier is not available due to COVID-19 concerns and run production at alternative locations as necessary. Regular updates and constant information to customers have continued to strengthen their trust.

As of February 2021, just over 1,500 employees had contracted COVID-19. Tragically, we lost 13 employees to the disease.



### COVID-19 Preparedness and Response Policies (excerpt)

- Work from home policy for all personnel who is able to perform their functions remotely.
- Corporate headquarters closed March 21, 2020. Since July 2020, limited re-opening under strict conditions and additional mandatory training.
- In all facilities, enhanced screening for entry for employees, contractors and visitors (questionnaire, temperature).
- Mandatory face coverings in all locations.
- Social distancing measures in all locations including break rooms, bathrooms and locker rooms. In work areas where six-foot distances are challenging, additional layers of protection (plexi glass barriers/face shields) are required.
- Detailed isolation and quarantine procedure in case of symptoms (on and off premises); "close contact" procedure, exposure notifications.
- Both routine and in-depth cleaning and disinfecting.
- Minimize all non-essential travel; cancel/adjust/postpone large in-person meetings.
- Vaccination information campaign and negotiations with third parties to procure vaccines for employees.
- Enhanced benefits for employees positive with COVID-19, with a sick family member, home with symptoms, or asymptomatic employees who came in "close contact" with a positive case, as well as in case of child care challenges.







# Governance

# board of directors

26

4 independent members including Chairman



## Jonathan Rich

Director and Chairman of the Board of Directors

CEO, Lumileds

*Previously: Berry Global Corporation, Momentive, Goodyear.*

*Committees: Compensation, Nominating and Corporate Governance*



## Allen Hugli

Director

CFO, Rank Group Ltd.

*Previously: Reynolds Group Holdings Ltd*

*Committees: Audit, Compensation, Nominating and Corporate Governance (Chair)*



## Michael King

Director and CEO

CEO, Pactiv Evergreen Inc.

*Previously: FRAM Group, TI Automotive Fuel Systems*



## Felicia Thornton

Director

Board of Directors, Vice-Chair, 99 Cents Only Stores, Inc.

*Previously: Demoulas Super Markets, Inc, Albertson's Inc*

*Committee: Audit (Chair)*



## LeighAnne Baker

Director

Board of Directors, ABM Industries Inc.

*Previously: Cargill, Inc, Hertz Global Holdings*

*Committees: Audit, Compensation (Chair)*



## Rolf Stangl

Director

*Previously: SIG Combibloc Group AG*

*Committee: Nominating and Corporate Governance*

# a culture of ethics and integrity

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At Pactiv Evergreen, doing the right thing is who we are. Our employees are passionate about their work and committed to doing business in an ethical and fair way. Our culture of continuous training helps keep policies top of mind throughout the year.

Policies	Audience	Completion Date	Completion Rate
ADA / Disabilities	US Salaried Employees	4/30/2020	100%
Affirmative Action	US Salaried Employees	7/31/2020	100%
Sexual Harassment	US Salaried Employees	10/15/2020	100%
Code of Conduct	US, Canada, UK Salaried Employees	10/30/2020	100%
Fraud Prevention	US, Canada, UK Salaried Employees	10/30/2020	100%
Insider Trading Policy	US, Canada, UK Salaried Employees	10/30/2020	100%
Regulation FD Policy	US, Canada, UK Salaried Employees	10/30/2020	100%
Whistleblower Policy	US, Canada, UK Salaried Employees	10/30/2020	100%
Anti-Corruption FCPA	Company Officers & their Direct Reports General Managers of Plants, Warehouses, RMC's & Other Company Facilities All Sales, Procurement, Finance, HR & Legal	11/30/2020	100%

Represents Foodservice and Food Merchandising data only. Beverage Merchandising data to be integrated in 2021.

## more resources

- [Code of Conduct](#) Includes policies relative to harassment and discrimination, health and safety, conflicts of interest, antitrust, anti-bribery, financial controls and records, political contributions, environmental stewardship (among others).
- [Supplier Code of Conduct](#) Includes policies relative to human rights, anti-corruption, forced labor / violence against workers, child labor, fair compensation, discrimination, environmental stewardship (among others).
- [Corporate Governance Guidelines](#)
- [Insider Trading Policy](#)
- [Regulation FD Disclosure Policy](#)
- [Related Party Transaction Policy](#)
- [Whistleblower Policy](#)
- [2019-2020 Sustainability Report](#)
- COVID-19 Responsiveness Plan ([Pactiv](#), [Evergreen](#))
- [Health and Safety Policy](#)
- [Equal Employment and Affirmative Action Statement](#)

### Committee Charters

- [Audit Committee Charter](#)
- [Compensation Committee Charter](#)
- [Nominating and Corporate Governance Charter](#)

# Appendix



# condensed consolidated statement of income (loss)

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(\$ in millions)	For the three months ended December 31, 2020		For the twelve months ended December 31, 2020	
	2020	2019	2020	2019
<b>Net Sales</b>	<b>\$1,175</b>	<b>\$1,303</b>	<b>\$4,689</b>	<b>\$5,191</b>
Cost and expenses	(1,099)	(1,220)	(4,439)	(4,810)
Other income (expense), including restructuring, impairment, other related charges and non-operating income (expense)	21	(34)	(1)	(104)
Interest expense, net	(96)	(121)	(371)	(433)
<b>Income (loss) from continuing operations before tax</b>	<b>1</b>	<b>(72)</b>	<b>(122)</b>	<b>(156)</b>
Income tax benefit (expense)	17	(68)	112	(84)
<b>Income (loss) from continuing operations</b>	<b>18</b>	<b>(140)</b>	<b>(10)</b>	<b>(240)</b>
Income (loss) from discontinued operations, net of income taxes	219	60	(15)	330
<b>Net income (loss)</b>	<b>237</b>	<b>(80)</b>	<b>(25)</b>	<b>90</b>
(Income) loss attributable to non-controlling interests	(1)	2	(2)	1
<b>Net (loss) income attributable to Pactiv Evergreen Inc. common stockholders</b>	<b>\$236</b>	<b>\$(78)</b>	<b>\$(27)</b>	<b>\$91</b>
<b>Net income (loss) per share from continuing operations:</b>				
Basic	\$0.10	\$(1.03)	\$(0.08)	\$(1.78)
Diluted	0.10	(1.03)	(0.08)	(1.78)

# reconciliation of net income/(loss) from continuing operations to adjusted ebitda and free cash flow

(\$ in millions)	For the three months ended December 31,		For the twelve months ended December 31,	
	2020	2019	2020	2019
<b>Income (loss) from continuing operations</b>	<b>18</b>	<b>(\$140)</b>	<b>(\$12)</b>	<b>(\$240)</b>
Income tax (benefit) expense	(17)	68	(112)	84
Depreciation and amortization	76	75	289	273
Interest expense, net	96	121	371	433
Foreign exchange losses on cash	1	25	15	8
Goodwill impairment charges	-	-	6	16
(Gain) loss on sale of business and noncurrent assets	(2)	(2)	(1)	22
Non-cash pension (income) expense	(16)	8	(71)	6
Operational process engineering-related consultancy costs	1	9	13	27
Related party management fee	-	2	49	10
Restructuring, asset impairment and other related charges	10	1	28	46
Strategic review and transaction-related costs	8	5	47	7
Unrealized (gains) losses on derivatives	(7)	2	(10)	(4)
Other	2	(1)	1	3
<b>Adjusted EDITDA from continuing operations</b>	<b>\$170</b>	<b>\$173</b>	<b>\$615</b>	<b>\$691</b>
Capital expenditures from continuing operations	(88)	(51)	(282)	(285)
<b>Free Cash Flow from continuing operations</b>	<b>\$82</b>	<b>\$122</b>	<b>\$333</b>	<b>\$406</b>

# FY2020 revenue & adjusted EBITDA<sup>1</sup> bridge

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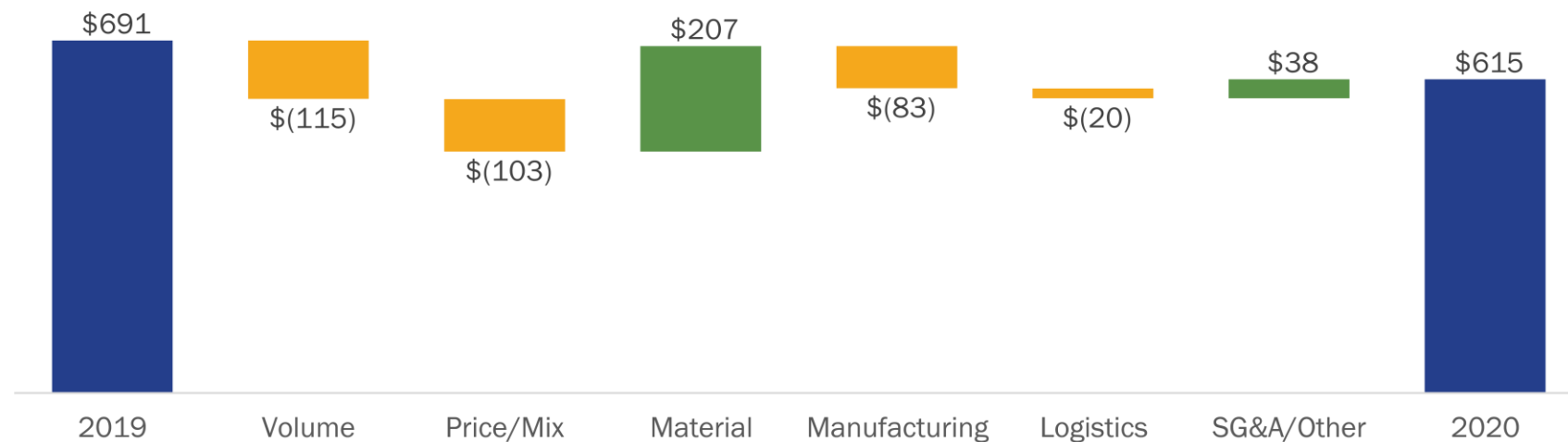
## REVENUE

(\$ in millions)



## ADJUSTED EBITDA<sup>1</sup>

(\$ in millions)



1 - Adjusted EBITDA is a non-GAAP financial measure. See slide 31 for a reconciliation to the most comparable GAAP measure.



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