

Annual CITIC CLSA Flagship Investors' Forum 2021

15th September 2021



Our Vision...



**CONSUMER
PACKAGING SOLUTIONS**



INNOVATIVE



SUSTAINABLE



**MULTINATIONAL
COMPANY**

**“A leading multinational consumer packaging solutions provider
through innovative and sustainable offerings”**

SCGP's Business Aspiration

Delivering value to customers and stakeholders with 3 growth aspirations and 1 growth platform

Growth Aspirations

- 1 Quality Growth:** with progressive financials
- 2 Customer Solutions:** Top-of-mind for innovative and sustainable packaging
- 3 Leading in ESG:** focus on sustainable packaging and practices

Platform

- 4 Global Management:** Building foundation toward becoming global company

SCGP at a glance...

1975



Established year

#1



Market Shares
in ASEAN¹

THB~300bn

Market
Capitalization²

57,148



SCGP's Revenue H1/2021

>7,000



Customers

>120,000



SKU of products

14,460



SCGP Employees

54



Production facilities

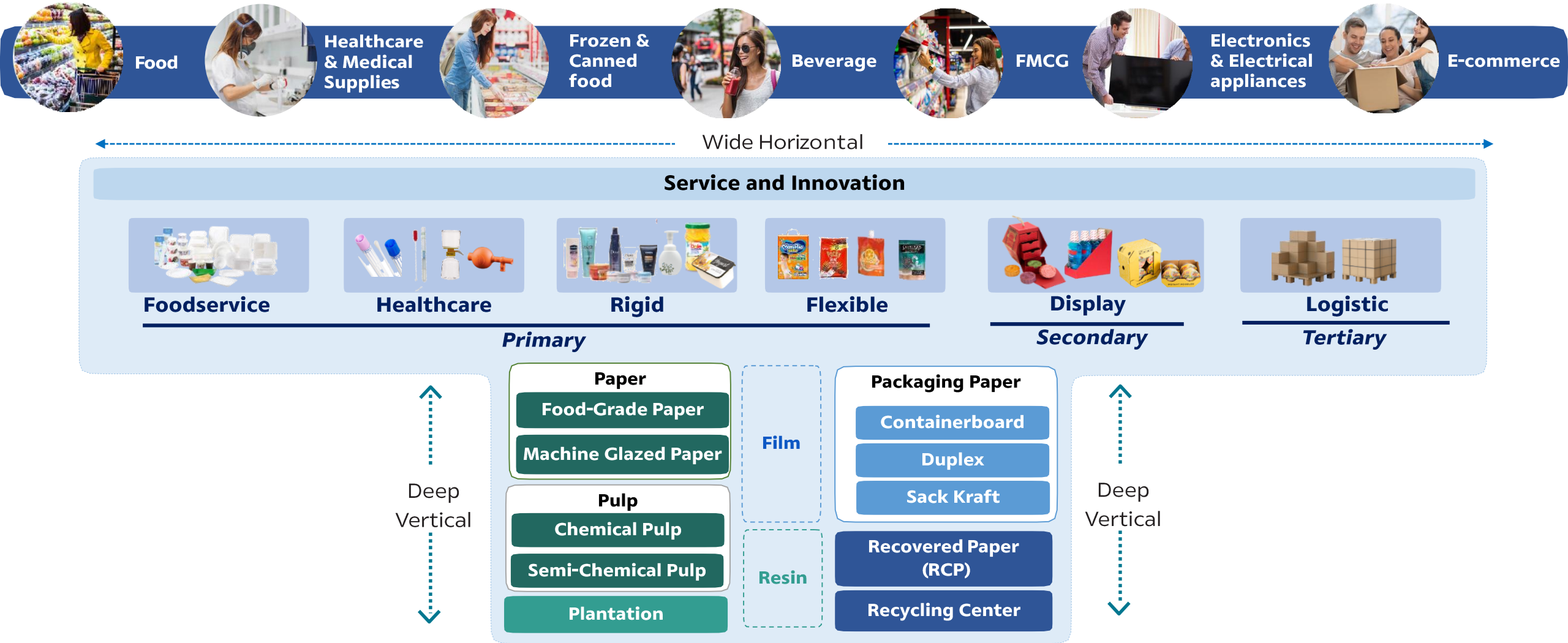
6



Operating countries

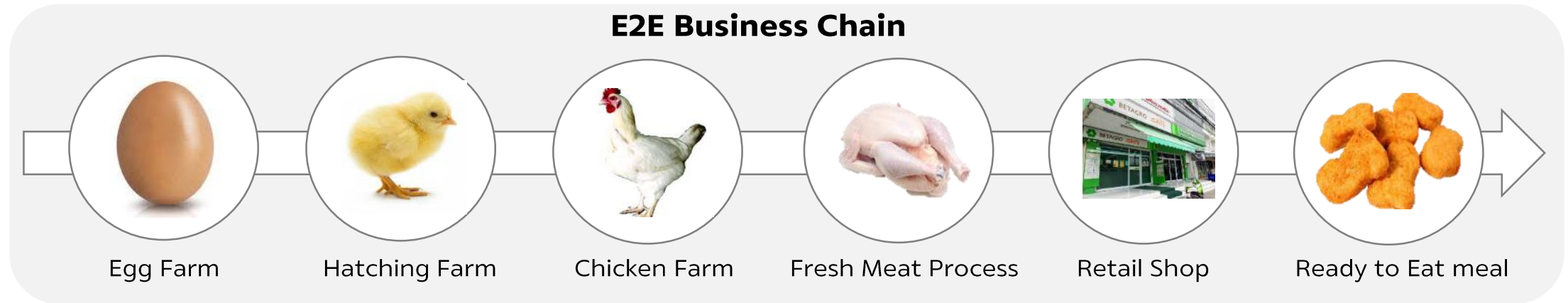
Unique approach to growth platform

Enhance margin stability; wide horizontal offerings & deep vertical integration



Consumer Packaging Solutions: Food Industries

In-depth collaboration with customers to provide packaging solutions along their End to End business chain



Molded pulp



Baby chicken box



High barrier
thermoformed cup



Grab & Go design



Shelf ready



Ezy Peel



Chicken food
packaging



Mono polymer



Ezy Box for retail



Ezy Steam

Consumer Packaging Solutions: FMCG Industries

Offer convenience solutions with variety of products & prompt response to customer's policy

Customer trends and key requirements



Environmental concern

Customer's target to go green within 2030, Sustainability & Recyclability



Change of distribution channel

E-commerce packaging, Track & trace and logistic protection

Product Offering to customers



- Blister card
- Heat-transfer label design



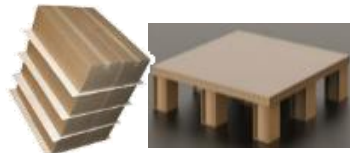
- G-flute, Offset folding
- Shelf ready
- FybroZeal



- On-demand design service
- Ezy box
- Unique barcode, QR code



- Sustainable logistic box

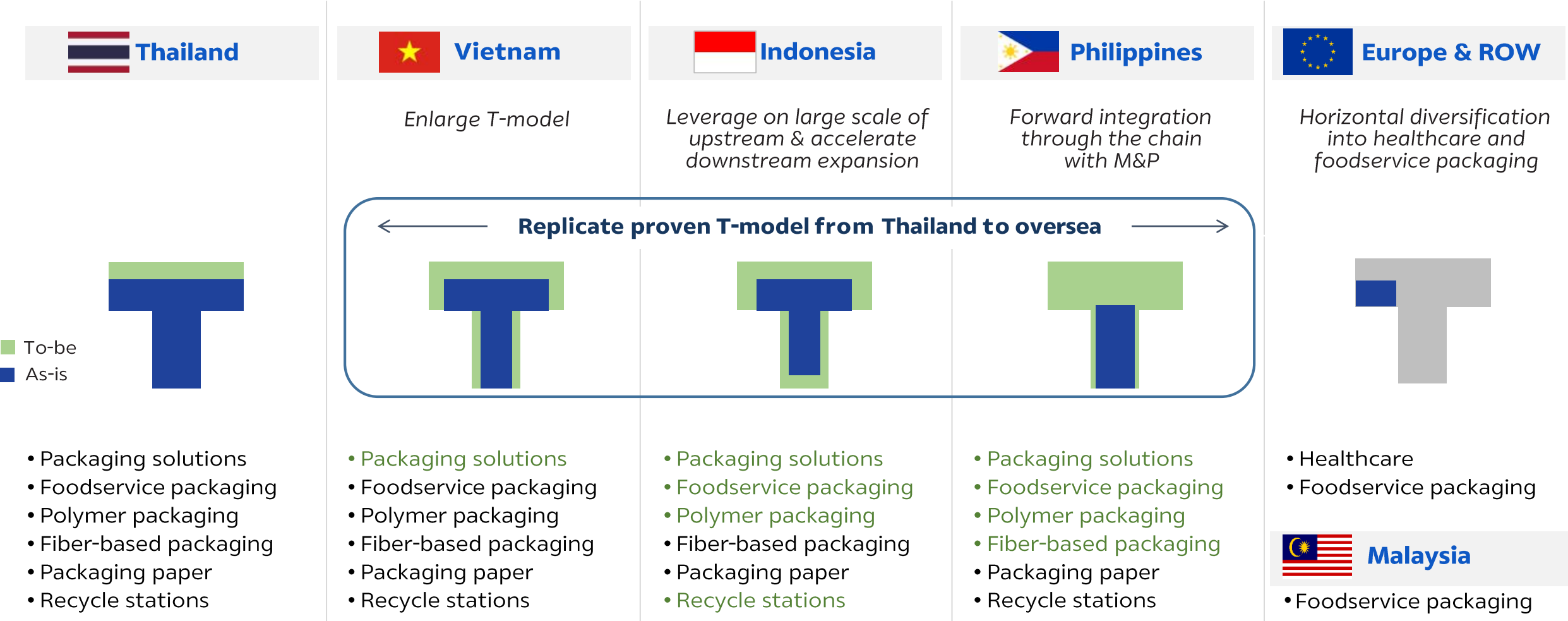


- Anti-slip
- PP Honey comb (Cushion)



- Marketing display

Pursue long-term growth, focusing on consumer-linked segments



SCGP's evolving proactive actions...

Adaptive, Flexible & Agile throughout the pandemic challenges

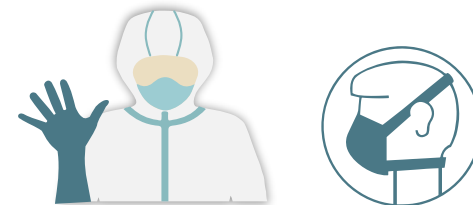
1 Essential part of customers' and consumers' supply chain

- **Continuously engage** with customers & customize solutions for dynamic requirements & demand
- **Thoroughly synchronize** the supply chain to secure raw materials and logistics
- **Resolutely stabilize** efficiency across the regional operations



2 Effective business continuity management

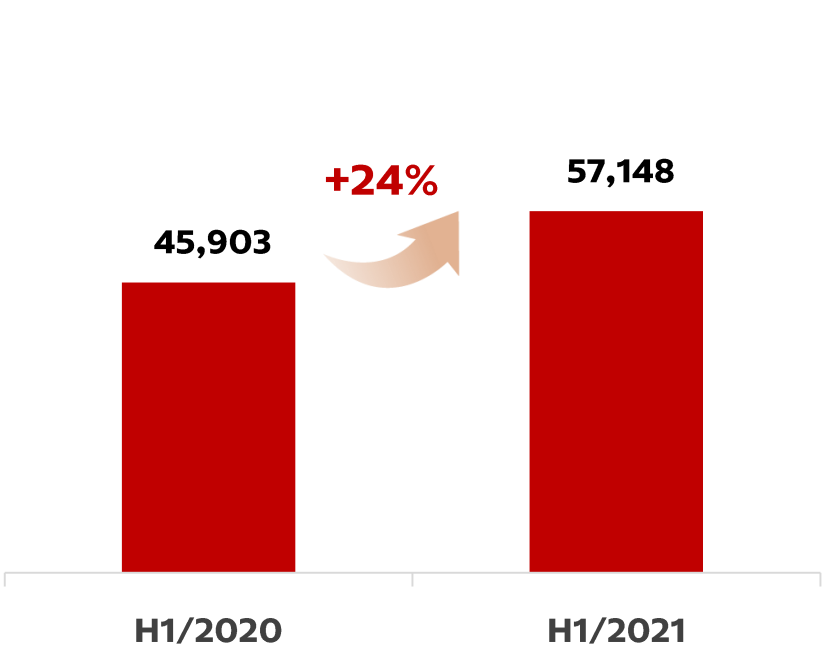
- **Embrace highest safety** for employee & related stakeholders with strict COVID preventive measures
- **Guarantee the hygiene standard** to serve growth of essential goods delivery
- **Prudent liquidity management** & thoughtful capital expenditure



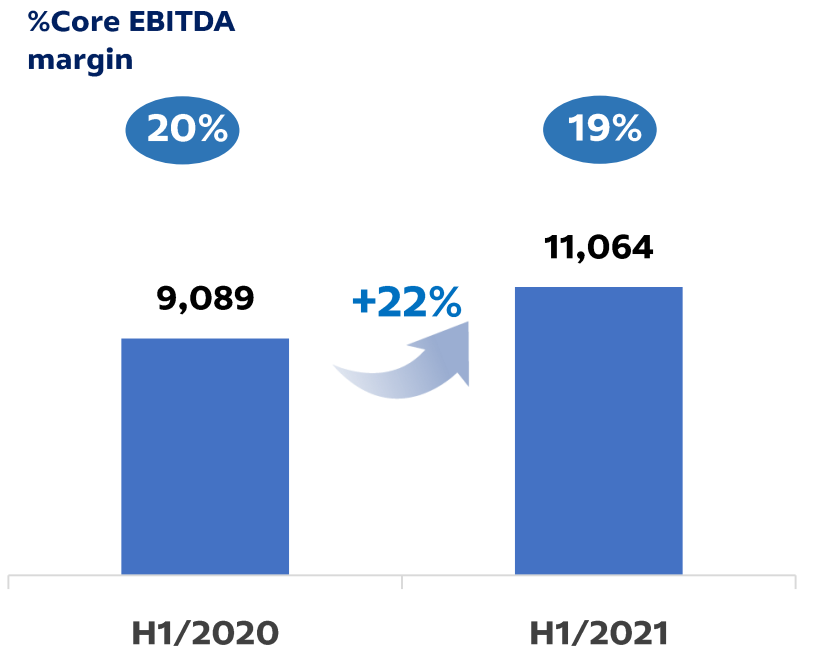
Consolidated key financials: H1/2021¹

Delivering on strategies to drive robust financial performance

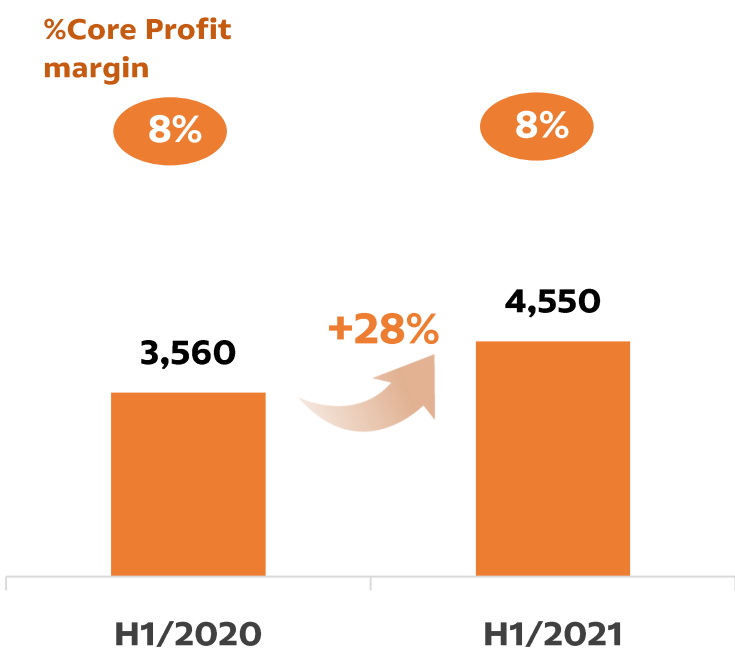
Revenue from sales (MB)



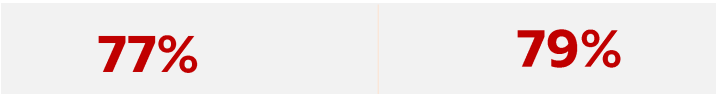
Core EBITDA³ (MB)



Core Profit⁴ (MB)



%COGS on sales



EBITDA² (MB)



Net Profit (MB)



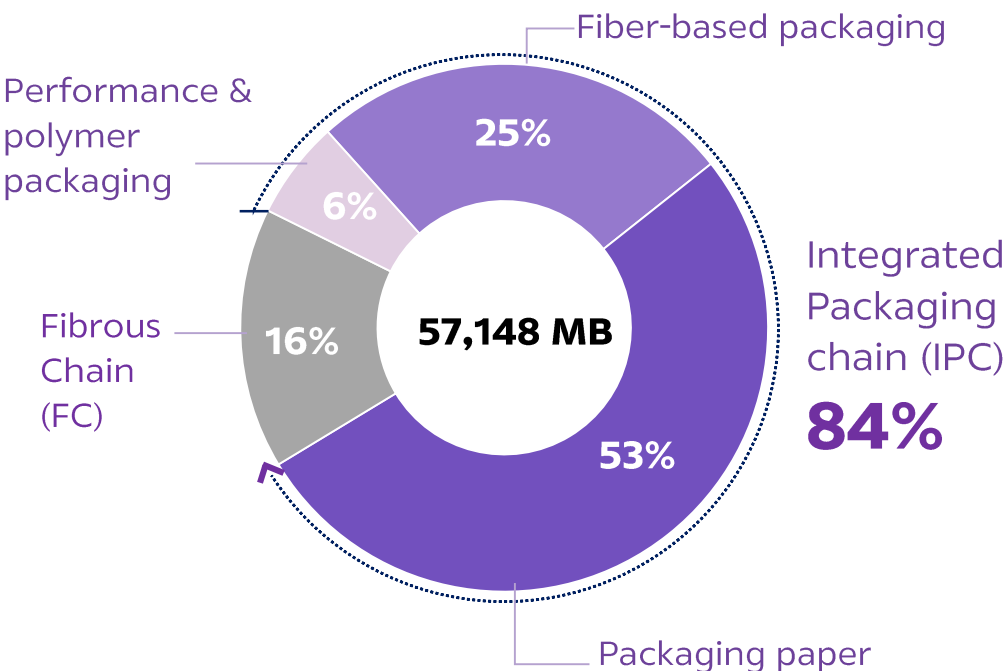
Note:

- 1. Figures are “After inter-segment elimination”
- 2. EBITDA excludes dividend from associates & includes FX gain/loss from loan
- 3. Core EBITDA = EBITDA – key items adjustments
- 4. Core Profit = Net Profit – Key items adjustments after tax & after NCI basis

SCGP Business portfolio H1/2021

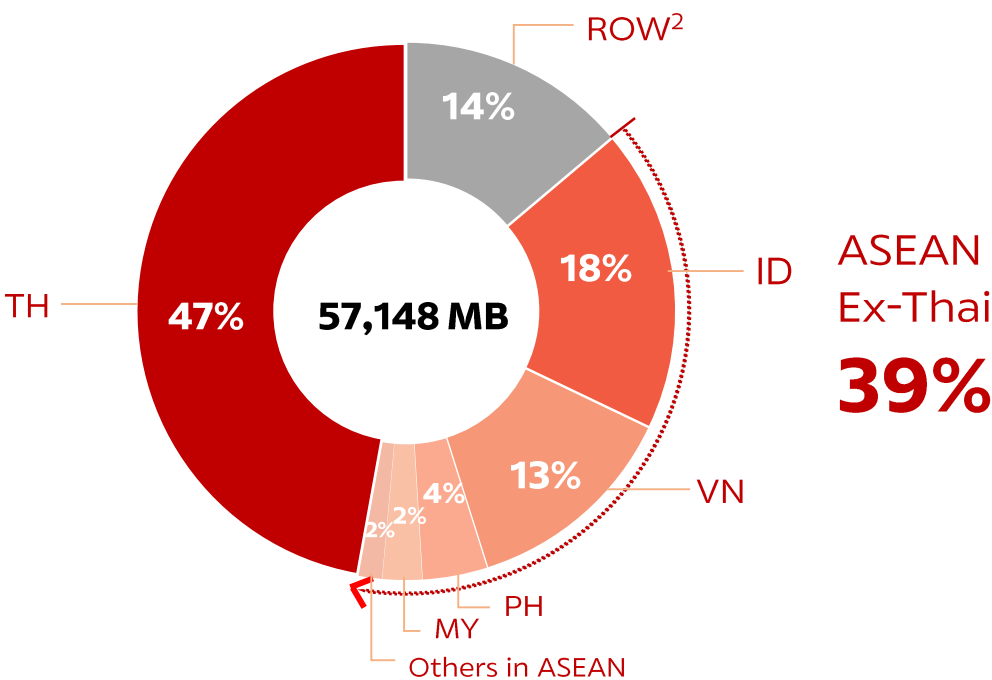
Emphasize on consumer-focused growth & enlarge high growth in ASEAN

Revenue from sales by business units¹



- IPC driven by consumer-driven growth (70% of IPC's sales)
- FC progressive transformation toward foodservice packaging

Revenue from sales by end destinations¹

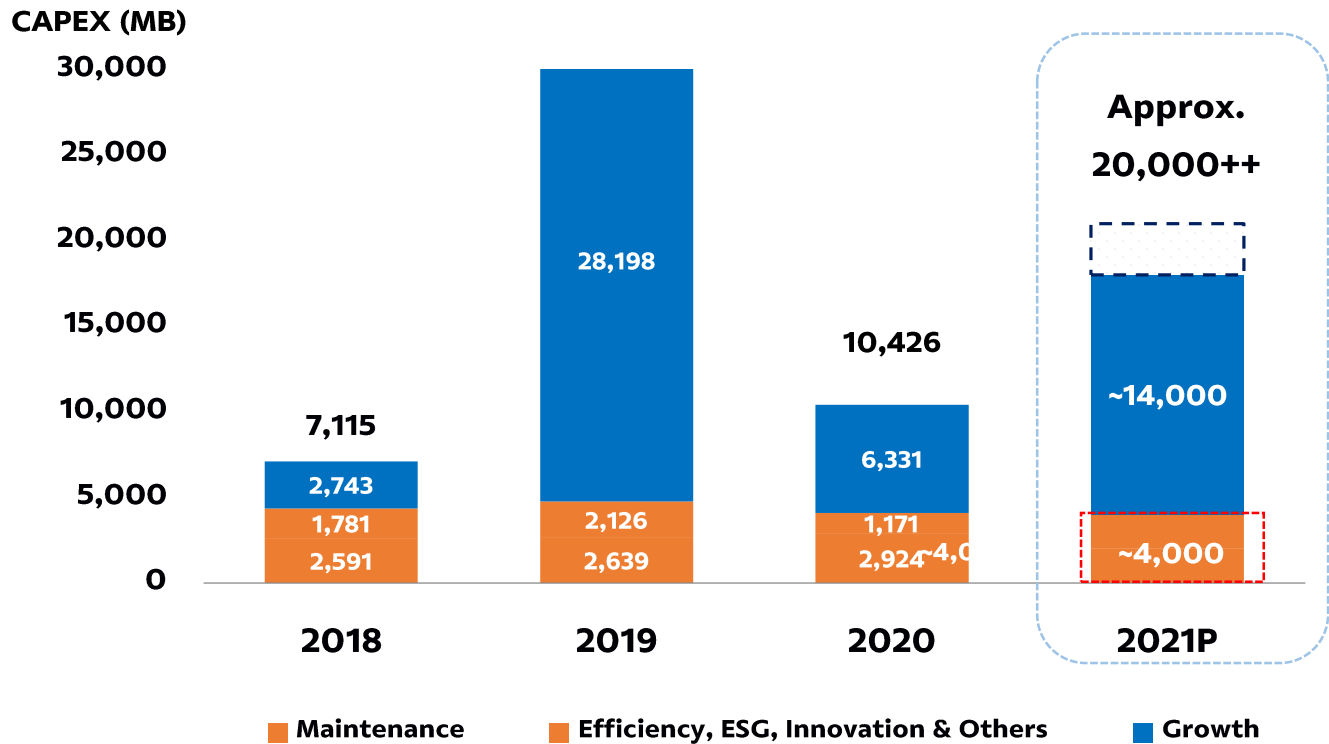


- Growth of ASEAN Ex-Thai , 39 % of sales from 32% y-o-y

Note :
1. Figures are "After inter-segment elimination"
2. ROW is Rest of the world

2021 CAPEX plan

Total Capex /
Revenue (%)








- Future growth CAPEX, including M&P in Deltalab and others
- Committed growth CAPEX of ~ 14,000 MB included Go-Pak, Duytan, Intan, Visy & brownfield projects to be finished in 2021
- Maintenance, efficiency, ESG & innovation CAPEX of approximately ~4,000MB

Note:

1. “Maintenance” refers to maintenance capex
2. “Efficiency, ESG, Innovation & Others” refer to capital expenditures related to projects across all business lines, such as expenditures incurred in connection with machine replacement that does not result in increased capacity, automation that improves quality of productions processes or output, the acquisition of land, cost saving projects, R&D, safety and environment projects
3. “Growth” refers to capital expenditure categorized as being for Expansion Projects, Greenfield & Brownfield Projects, Debottlenecking Projects and M&Ps
4. For 2018, includes the acquisition of IPSB for 511MB; For 2019, includes the acquisition of Fajar for 20,817 MB & Visy Thailand for 4,305 MB. For 2020, includes the acquisition of SOVI approx. 2,700 MB
5. Not include CAPEX of the latest disclosure on VKPC’s expansion

Organic expansions with revenue growth approx. 11,000 MB (annualized)

	Country	Products	Capacity expansion	Additional Capacity	Final completion
1	Thailand & Vietnam	 Foodservice packaging	Pressboard & Molded pulp, TH & VN (1,838 million pieces/year)	+25%	<ul style="list-style-type: none"> Pressboard: Q3/2021 (TH& VN) Molded pulp : Q2/2022 (TH)
2	Thailand	 Flexible packaging	Prepack plant#2 (53 million m ² /year)	+15%	Q4/2021
3	Philippines	 Packaging paper	UPPC-Paper machine#3 (220,000 Ton/year)	+90%	Q4/2021
4	Indonesia	 Packaging paper	FAJAR Plant#2, Surabaya (400,000 Ton/year)	+30%	<ul style="list-style-type: none"> Commercially started in Apr 2021
5	Thailand	 Rigid packaging	Visy Line#7 (347 million pieces/year)	+15-20%	<ul style="list-style-type: none"> Commercially started in Mar 2021. Automated warehouse end of 2021

M&P efforts with revenue growth approx. 18,000 MB (annualized)

➤ M&P consolidated

Intan



ID's leading box player & enhance integration synergies



- Revenue approx. 3,231 MB²
- SCGP 75% stake at max. 2,088 MB

Go-Pak



Fibrous chain's Transformation to foodservice packaging



- Revenue approx. 2,800 MB³
- SCGP 100% stake at approx. 4,400-5,500MB

Duy Tan



Fullfill VN's T-Model with leader in rigid packaging



- Revenue approx. 7,170 MB¹
- SCGP 70% stake at max. 9,120 MB

SOVI



Top box player in VN with high consumers growth



- Revenue approx. 2,100 MB³
- SCGP 94.1% stake at approx. 2,700MB

➤ On progress of closing...

Deltalab



New entry to healthcare & medical supply segments



- Revenue approx. 2,800 MB²
- SCGP 85% stake (To be completed)



M&P of Intan Group (closed on 13rd Aug 2021)

Strengthen internal integration from downstream packaging expansion in Indonesia

Strategic rationales

- 1 Increase market share to be Top3 in corrugated box business
- 2 Enhance internal integration to 16%¹
- 3 Access to high growth consumer segments

Key financials (FY2020)

SCGP M&P of 75% stake

Revenue : approx. 1,329 B.IDR (~3,057 MB)

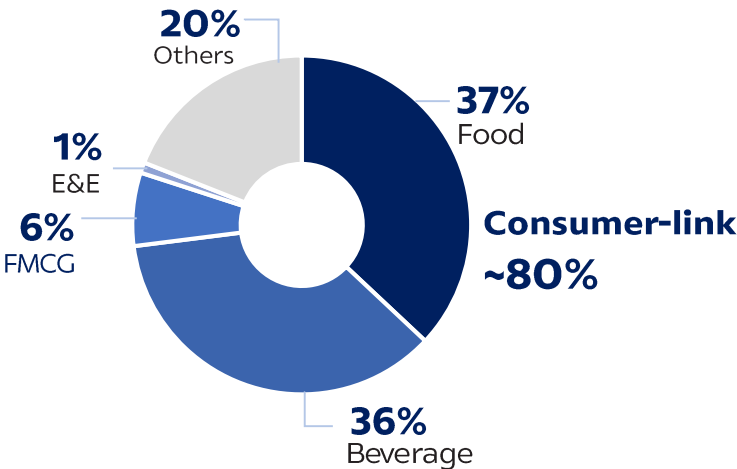
Total assets : approx. 755 B.IDR (~1,737 MB)

Deal closing : Aug/2021 (Financial performance consolidation from Aug 2021 onward)

Company information:

- 4 operations in strategic locations (3 in Java island & 1 in north Surawesi)

Intan's customer portfolio



Indonesia synergy network



Business synergies unlocked

5+4

Production plants

200+350

Fiber-based packaging customers²



Note:
1. Integration level calculated from downstream/upstream capacity, which upstream has already included FAJAR#2, Surabaya plant
2. Fiber-based packaging customers (existing & Intan customers)

M&P of Duy Tan in Vietnam (closed on 23rd Jul 2021)

Expansion of SCGP's rigid plastic packaging business and T-model

Strategic Rationale :

- 1 Complete T-model with extensive product offerings
- 2 Acquire customers & channels i.e. Leading retailers & MNC
- 3 Leverage cross-selling & operation synergy

Key Financial (LTM Q3/2020-Q2/2021)

SCGP M&P of 70% stake

Revenue : approx.5,025 Billion VND (~7,170 MB)
Total assets : approx.5,000 Billion VND (~7,130 MB)
Deal closing : July 2021 (Financial performance consolidation from Aug 2021 onward)

Company information

Establishment : 1987

Locations : HQ in Ho Chi Minh City, Vietnam
5 plants located in South Vietnam
(3 Rigid Pkg., 1 Masterbatch & 1 Mouldmaking)

Consumer's Plastic Pkg. (50%)



Food & Beverages



Cosmetic &
Personal care



Pharmaceutical



Homecare

Housewares (44%)



Furniture



Household

Food Containers (5%)



Industrial Parts (1%)



M&P of Deltalab in Spain

To leverage SCGP consumer solutions to the medical supplies & labware segment

Strategic Rationale :

- 1 Elevate SCGP's customers and products portfolio & enriching global services capabilities.
- 2 Establish essentials foundation for future expansions in high growth Asia Pacific market
- 3 Adding synergy to existing productions related fundamental

Key Financial (FY2020)

SCGP M&P of 85% stake

Revenue : approx.73 Million Euro (~2,800 MB)

Total assets : approx. 54 Million Euro (~2,100 MB)

Deal closing : To be completed

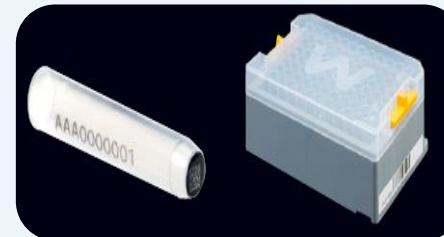
Company information

Establishment : 1976

Locations : HQ in Barcelona, Spain
: 2 product sites in Barcelona & Madrid
: 4 distribution centers: Barcelona, Madrid, Valencia, & Murcia)



Highlight products:



Cold (cryogenic) storage system for vaccine & molecular biology



Blood collection tubes & micro tubes



Swab test set



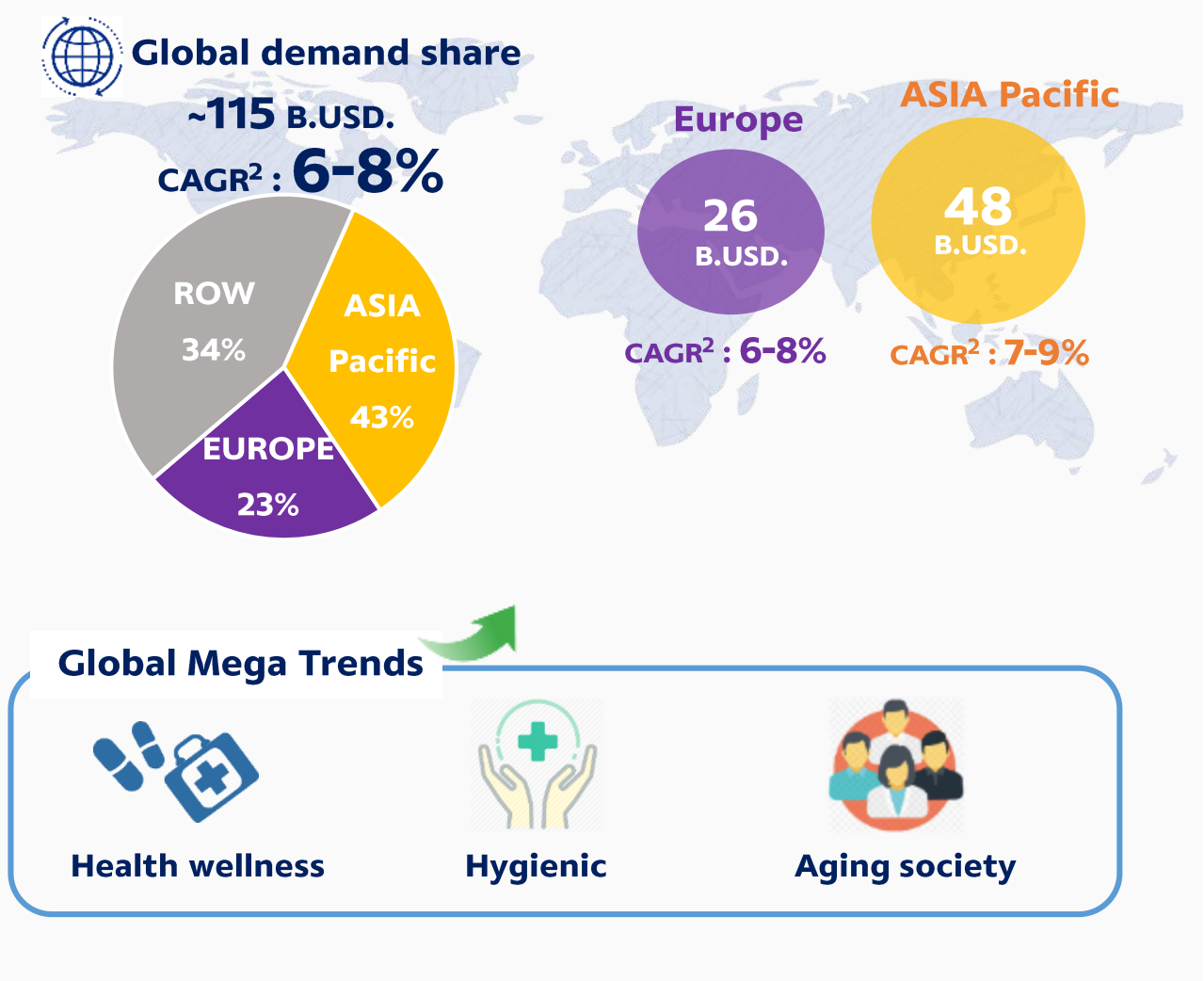
Liquid containers & tubes for vacuum system

Over 15,000 SKUs and 250 million pieces per year

How Deltalab enables SCGP entry to healthcare & medical supplies industry

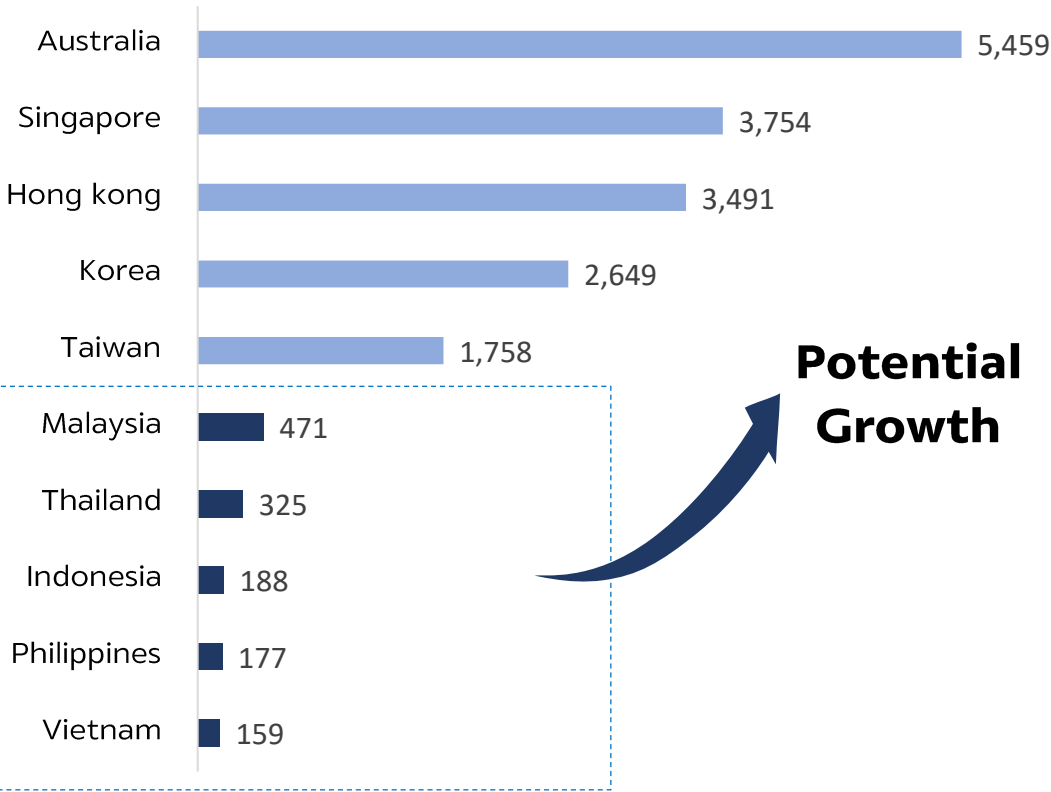
Growth opportunities in Asia Pacific market

Related healthcare & medical supplies industry size¹ (Billion USD.)



High growth market opportunity¹

Healthcare spend per capita (2020E, USD)



Elevate SCGP's customers & products portfolio

Potential segments



Medical supplies
& Consumer
healthcare



Pharmaceutical



Food & Beverage



SCGP product served

Tertiary Packaging



Corrugated box



Corrugated box



Corrugated box

Secondary Packaging



Folding carton



Folding carton



Folding carton

Primary Packaging



Polymer packaging



Polymer packaging



Foodservice
packaging



Polymer
packaging

Further exploration



Medical-surgical device
disposables



Thermoformed trays and
blisters



Blow-fill-seal plastic



Flexible healthcare films

ESG : SCGP Business model & Commitment

A



Sustainable packaging

- Drive R&D for innovative and sustainable packaging
- Enhance well-designed packaging thru circular economy concept

B



Recyclability

- Improve recovered paper & waste collection & manage for reuse & recycle
- Innovative recyclability & increase recycled contents usage in polymer packaging

C

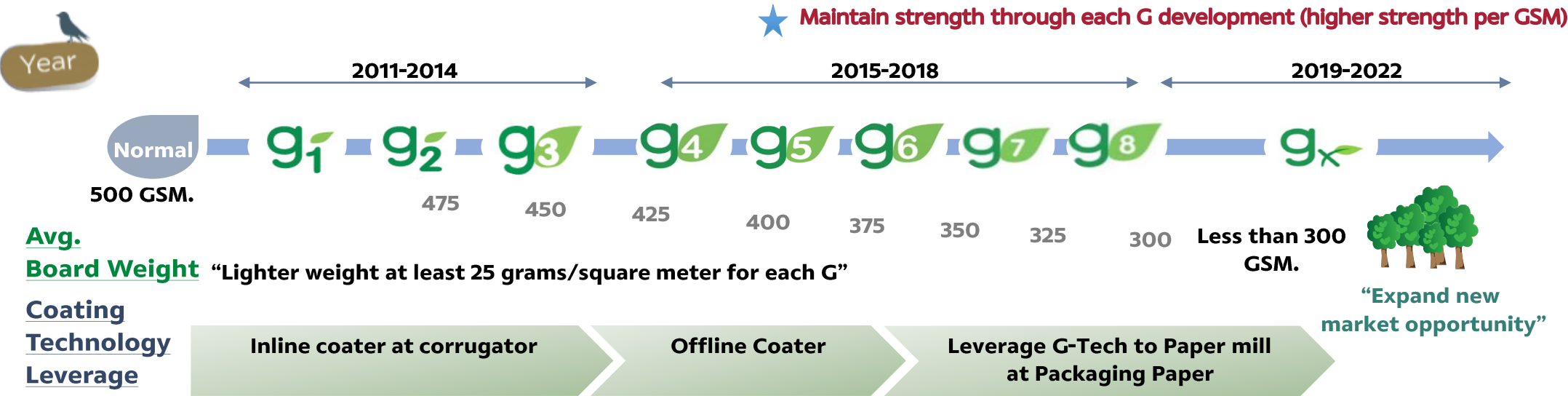


ESG commitment

- Embedded ESG in value chain & stakeholders engagement
- Target the ESG challenging goal for sustainable business executions

SCGP's Lightweight G Technology ("Green Carton")

The development of Green Carton



Sustainable packaging :

A

Sustainable
packaging

Reduce global food waste thru Innovative Packaging



Fresh-coconut products for export



Fruit bowl packaging



Prolonged shelf-life

✓ Extends the expiration dates & **reduce food waste**



Quick & Easy

✓ **Easy to open** with peel-off lids & ready to eat



Customization

✓ **Tailor our products** to meet customers' unique needs



Environmental

✓ **Replacing of metal can** & light weight



Technology

✓ Laser perforation, Ethylene gas absorber

Recyclability :

Circular economy model & diversified raw material sources

B Recyclability

Raw material sources

55%
from local

- 68 Recycling stations (TH,VN&PH)
- Local sources with partnership
- Expand drop point machines

c.45%
Global network



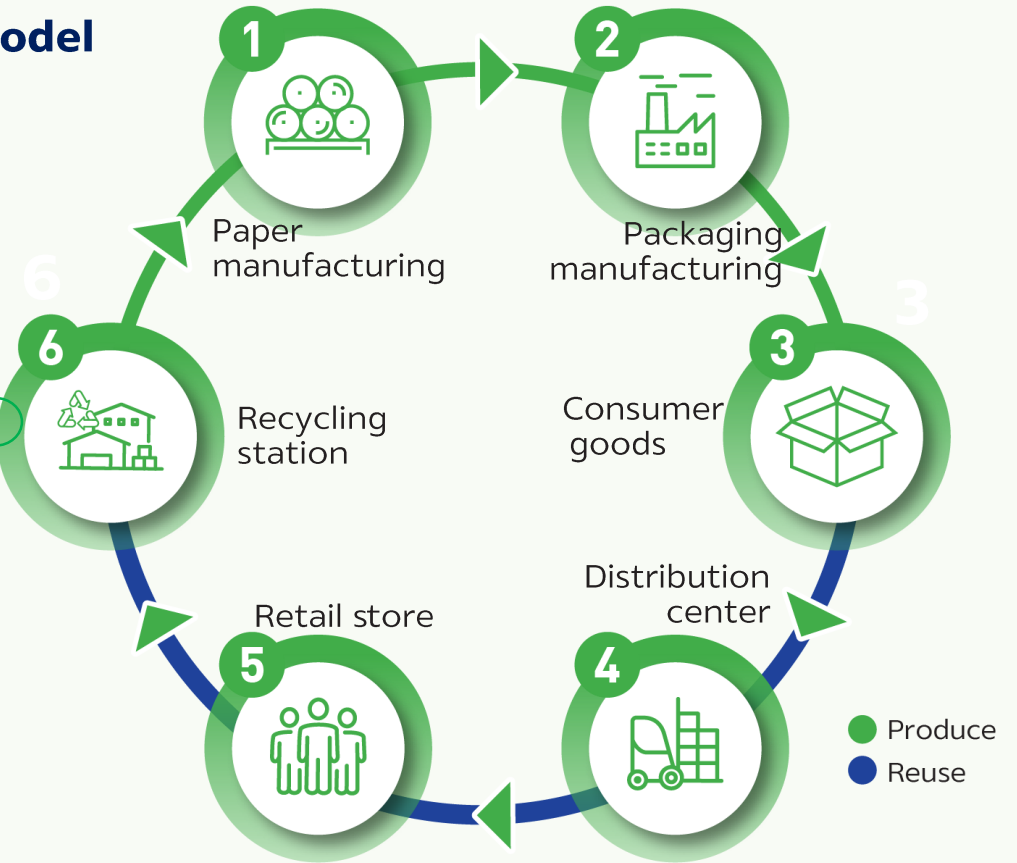
Circular economy model

Industrial Estates

Modern Trades

Offices

Residential area



~95% of raw material of fiber- based packaging is Recycled Paper

Recyclability :

Pioneering innovative sustainable polymer packaging: Recyclable & Recycled

B

Recyclability

1

Innovative recyclable products



Recyclable rice bag



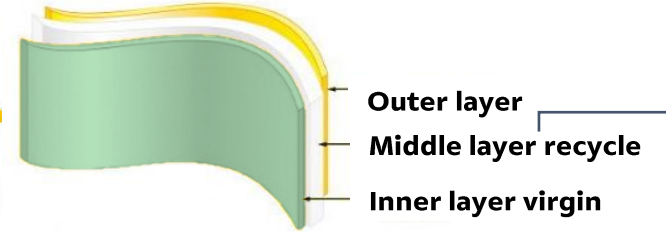
Recyclable pet food bag

(Example of SCGP products)

- Develop multi-layer mono material for **easy-to-recycled** which retain high protection & high impact resistant properties

2

Increase recycled contents



Outer layer
Middle layer recycle
Inner layer virgin

Auto lubricant container
with 25% HDPE PCR resin



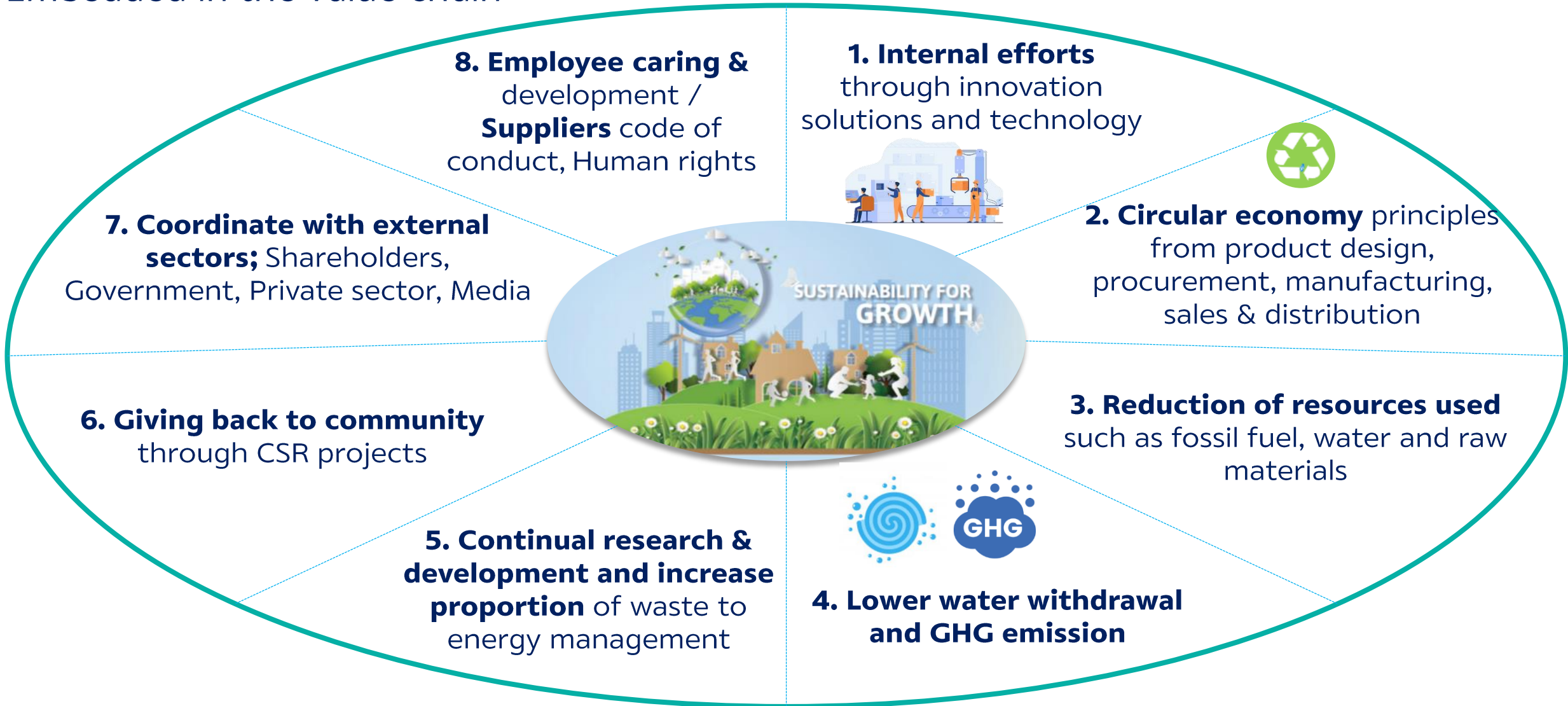
- **Increase usage of recycled resin** as a supplement raw material to polymer packaging production, reducing the use of virgin resin

ESG Commitment :

Embedded in the value chain

C

ESG
Commitment



ESG Commitment :

Committed to achieving for sustainable business executions

SCGP's Future goals for sustainability:



Reduce 20%

GHG Emission in 2025 compared with business as usual at base year



Target 100%

Recyclable polymer packaging revenue in 2025



Reduce 35%

water withdrawal in 2025 compared with business as usual at base year



ESG Participation



THAILAND SUSTAINABILITY INVESTMENT 2020

Key Takeaway 2021



Q&A



Updated Market Information

	2020				FY2020
	Q1	Q2	Q3	Q4	

Market information¹

Testliner paper price : (USD/Ton CIF – ASEAN regional price)	447	390	375	425	409
AOCC prices : ASIA index (USD/Ton CIF - from US to Asia)	137	167	158	181	161
Spread : Testliner paper price vs AOCC Asia Index	310	223	217	244	248
Short Fiber prices : China index (USD/Ton CIF - from US to China)	460	465	445	480	460

2021	2021	QTD
Q1	Q2	Jul-Aug'21

541	512	473
232	274	308
309	238	165
656	768	656

SCGP sales information

Packaging paper sale volume ² - Million tons	1.06	0.92	1.07	1.05	4.10
Fiber-based packaging sale volume ² - Million tons	0.21	0.18	0.20	0.21	0.80
Polymer packaging sale volume ² - Thousand tons	10.90	13.13	12.09	12.28	48.40
Fibrous chain sale volume ² - Million tons	0.18	0.15	0.14	0.15	0.62
%SCGP solutions & services of total sales	<div> <div></div> <div>26%³</div> <div></div> </div>				

1.08	1.07	
0.24	0.24	
11.67	13.52	
0.17	0.16	
<div> <div></div> <div>29%⁴</div> <div></div> </div>		

Note:

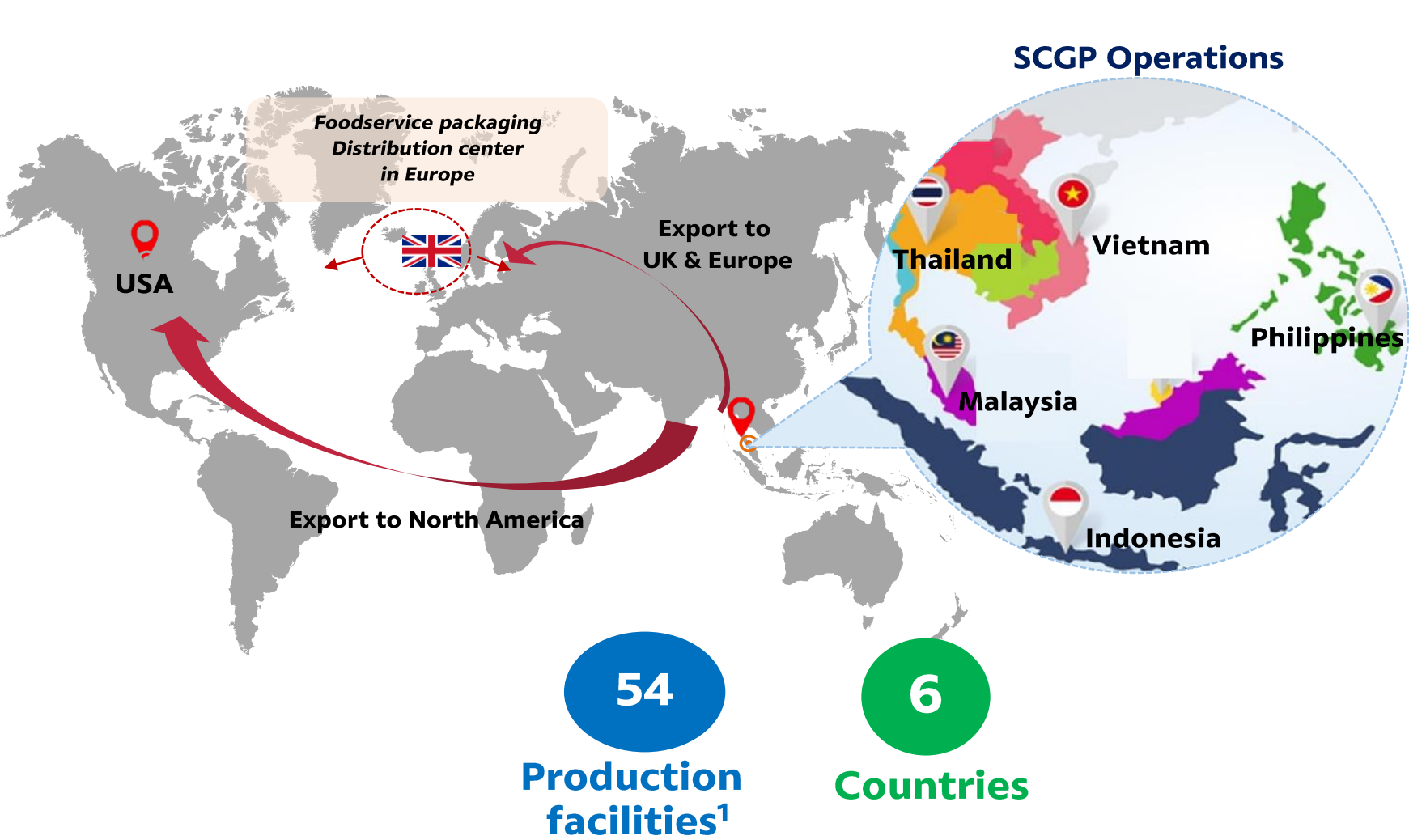
1. Market data from company sources

2. SCGP's sale volume before inter-segment elimination while already eliminated intercompany sales within same business unit which are managerial report basis

3. % IPC solutions & service sales of total sales in Y2020

4. % IPC & FC solutions & service sales of total sales in H1/2021

SCGP's Business operations in ASEAN and Europe



Integrated Packaging Chain


Polymer-packaging

 **11 plants**
2 countries (TH & VN)

Fiber-based packaging

 **29 plants**
3 countries (TH, VN, ID)


Packaging paper

 **8 plants**
4 countries (TH, VN, PH, ID)

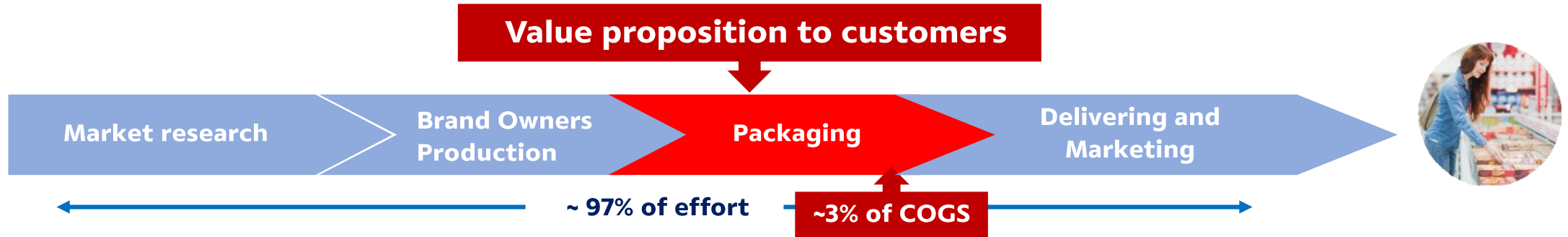
Fibrous Chain

Foodservice packaging

Pulp & paper

 **6 plants**
4 countries (TH, MY, VN, UK)

Packaging as a tailor-made service in consumer product journey



SCGP's margin stability & enhancement attributed to Bespoke Revenue Model

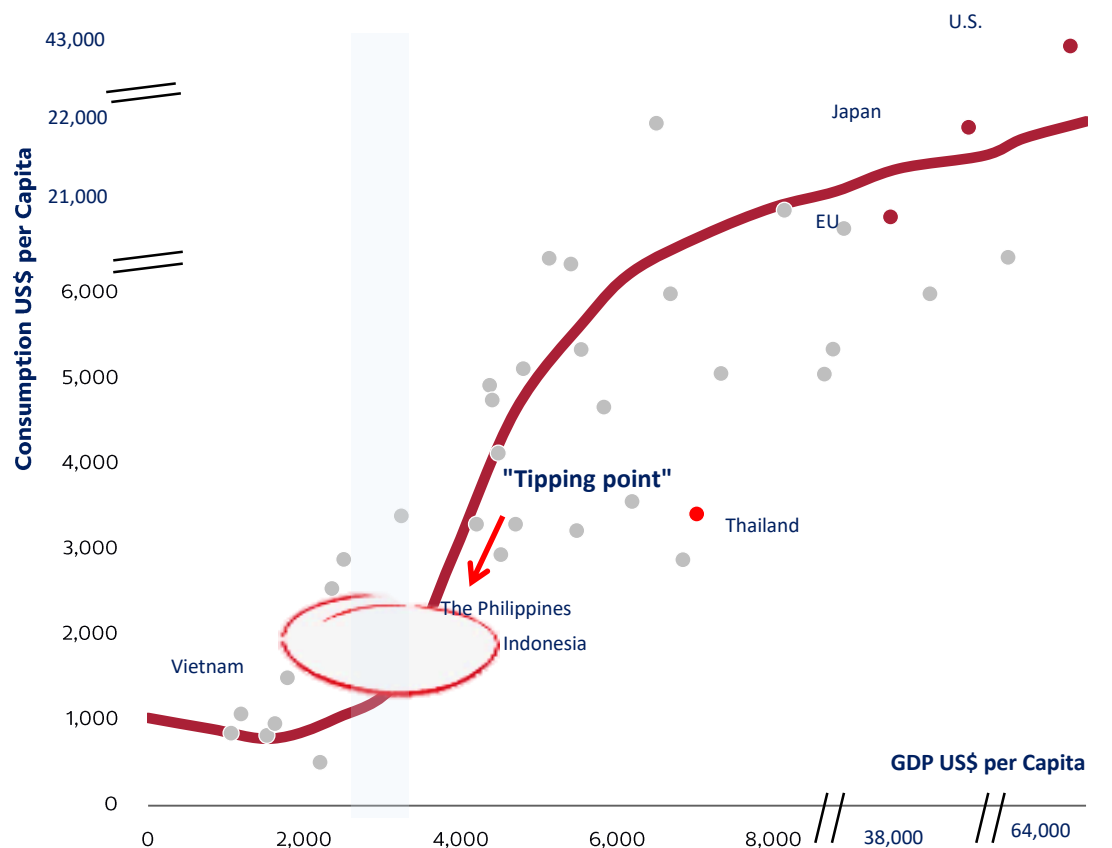


Accelerating ASEAN Consumers – Trends for the packaging industry

Growing consumer spending

Illustrative GDP per capita S-Curve

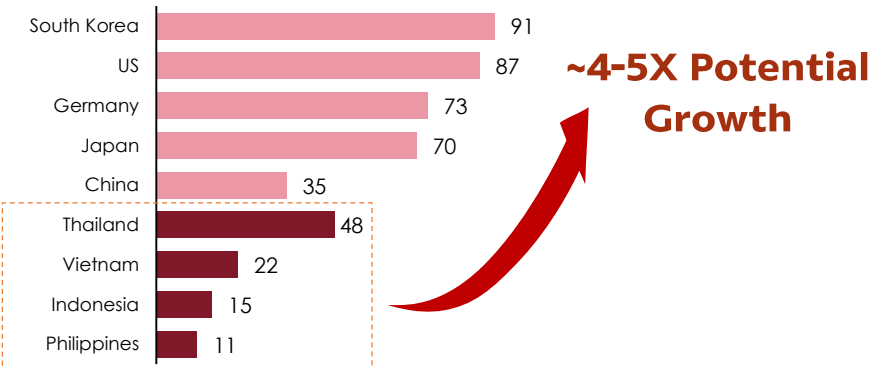
When GDP per capita exceeds approximately US\$2,500 to US\$3,000, consumption per capita begins to grow exponentially



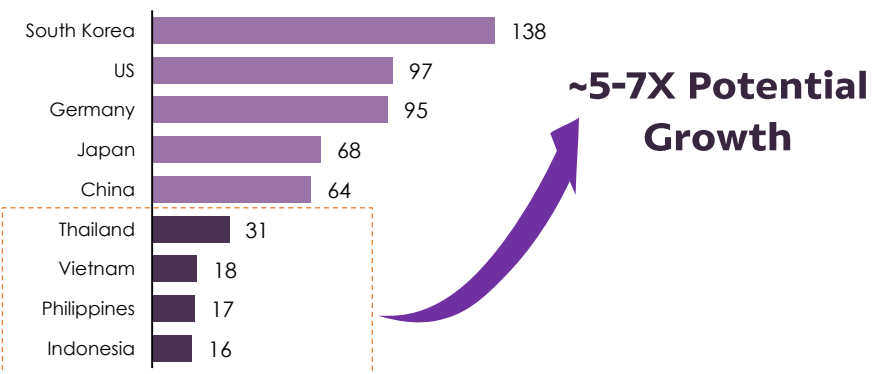
High growth opportunity in ASEAN

Penetration rate (2019, kg per capita)

Paper packaging



Plastic packaging



Source: Frost & Sullivan

Note:
1. Based on available data from Frost & Sullivan, the expected GDP nominal growth rates for the U.S., the European Union and Japan are for 2019-2022 period

ASEAN leading Innovation & Sustainable packaging solutions

Innovative Packaging

OptiBreath

OptiSorbX



Extend shelf life for fruit export



Fruit bowl packaging replacing metal can



0.8%^{1,2} R&D CAPEX from total revenue with 90 of expertise

67 Patents^{1,3}

Sustainable Packaging

Lightweight G Technology



Recyclable Packaging

~95% of fiber-based raw material from recovered paper
Value added recycling business, with efficient products & solutions



Fybrozeal© Heat sealable paper



Fest® Food safety



Fest® Paper straw



Eco-friendly Pet food bag (Mono material : R-1)



Innovative recyclable rice bag (INNATE)



Grocery bag

Alluring Packaging



Inspired STUDIO



Graphic and Structural design



Fruit Carton for delivery



Marketing event design

- 35+ Professional designers¹
- 500+ Customer facing executives¹
- ✓ Graphic & structural design
- ✓ 3D simulation
- ✓ Plate making
- ✓ Packaging research
- ✓ Sampling & Testing

Note:
1. As of December 2020 2. Include R&D expense and industry 4.0/engineering spending 3. Include 67 registered patents and petty patents from the Ministry of Commerce of Thailand and one petty patent in Vietnam

Consumer Packaging Solutions: SMEs

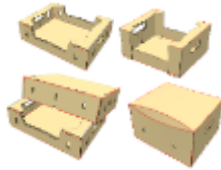
Support growth of small -medium enterprise with end-to-end design service & one stop service platform

E2E Packaging Design and Innovation

Packaging Design



One-stop packaging service for SMEs



Foodservice Packaging



Innovative Product Solutions

Shelf-life extension



Shelf-life indicator



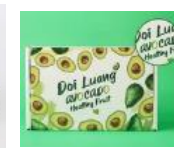
High-barrier film



Odor locked



Personalized Packaging

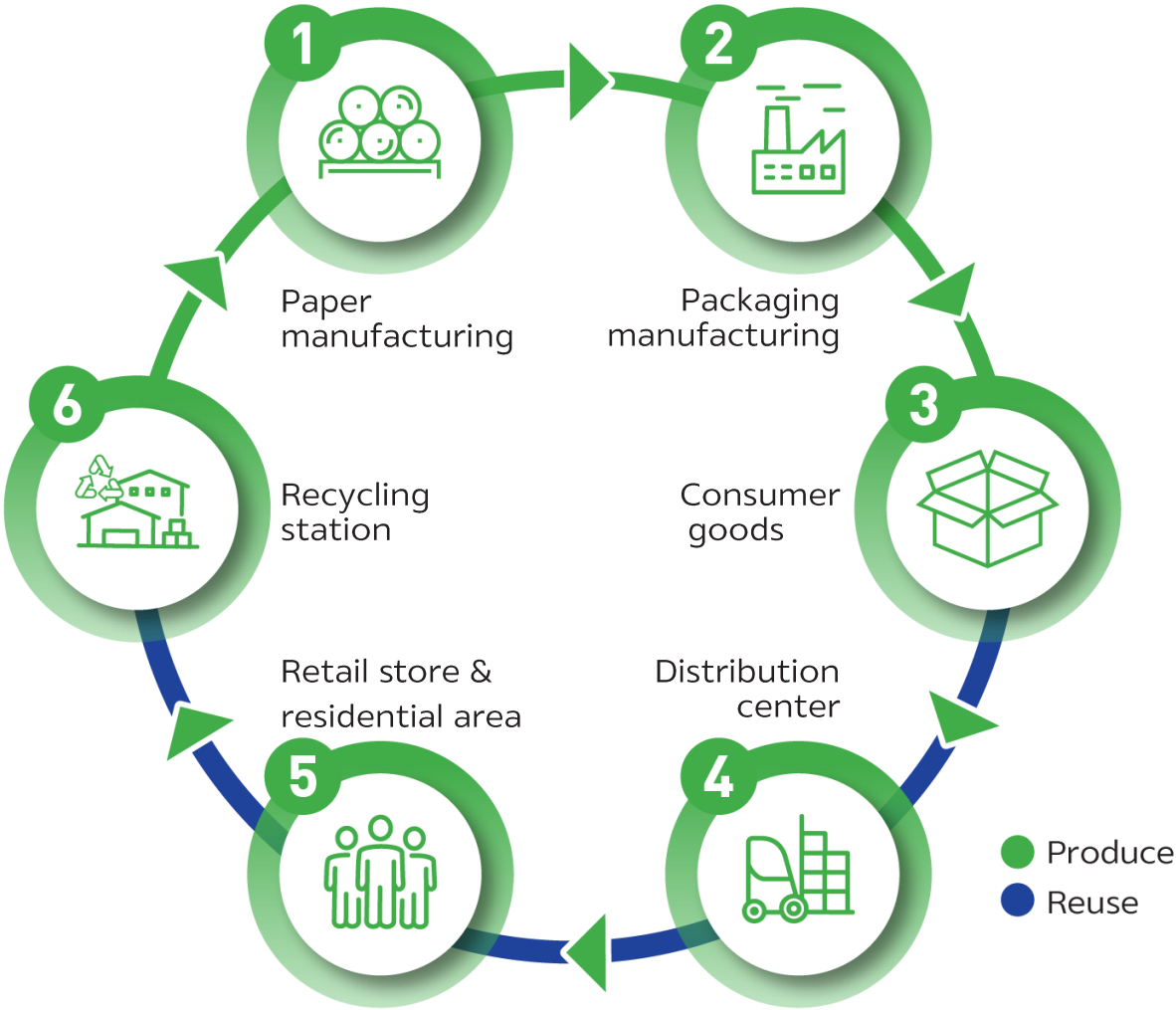


Circular Economy model and diversified raw material sourcing

95%¹ of raw material of fiber- based packaging is Recycled Paper

c.55%
from local source

- 68 recycling centers across 3 countries
- Local sources with partnership
- Expand drop point machine to capture E-commerce and waste separation trend

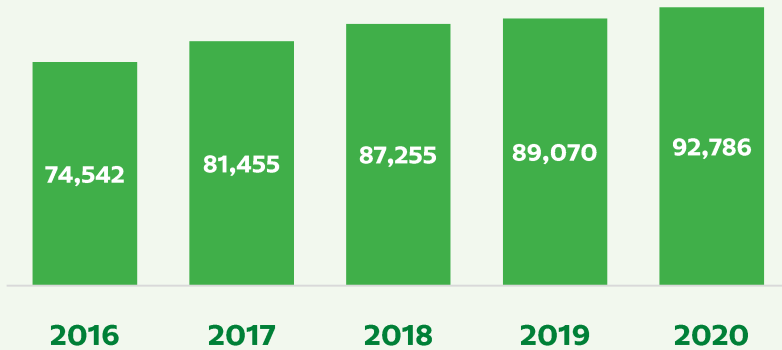


Progressive growth & continuous value enhancement to customers

Accelerate business expansion and profitability enhancement

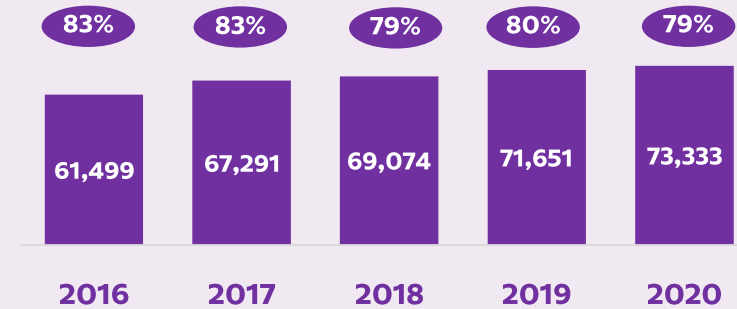
Revenue from sales¹ (MB)

SCGP 2016-2020 CAGR : 6%



COGS (MB)

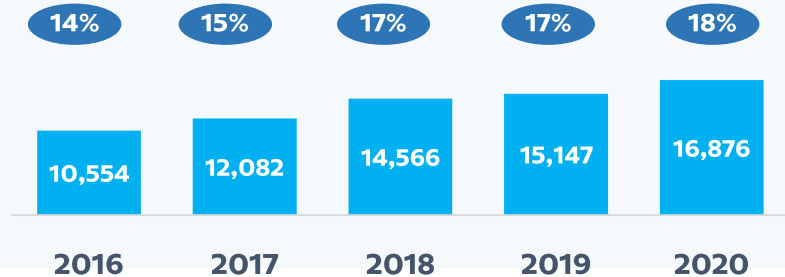
% COGS from sales



EBITDA^{1,2} (MB)

SCGP 2016-2020 CAGR : 13%

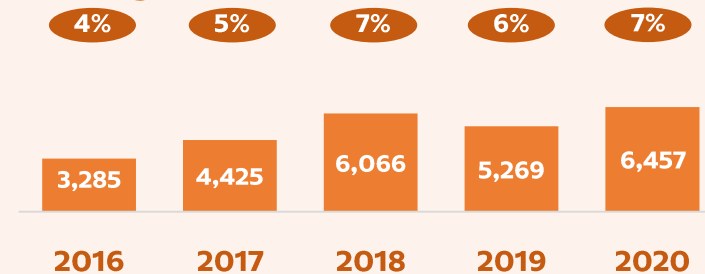
% Margin



Net Profit¹ (MB)

SCGP 2016-2020 CAGR : 18%

%Margin

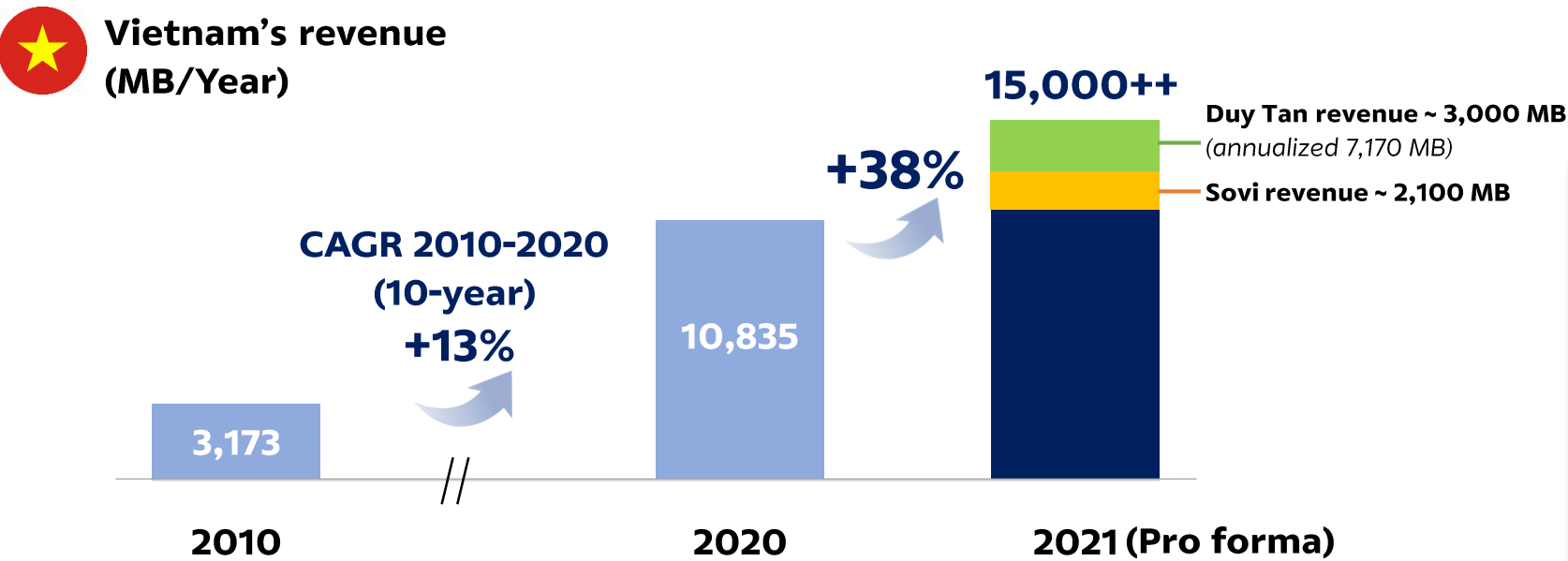


Note:

1. Figures are "After inter-segment elimination" include IPC, FC and others as shown in financial statement and MD&A

2. EBITDA excludes dividend from associates & includes FX gain/loss from loans from O1/2019 onwards

Vietnam : Accelerate business expansion with 2021 revenue over 15,000MB

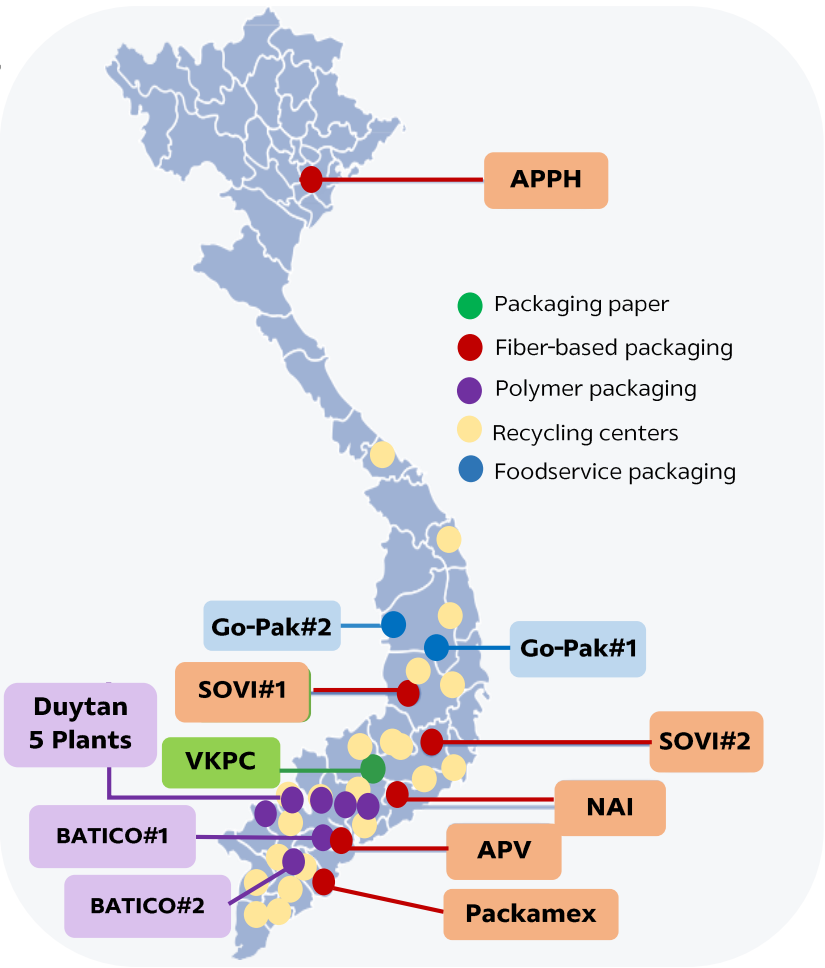


Vietnam Growth Path



- Start VKPC PM#1 in 2009
- M&P Box plants in 2010 & 2011 (NAI,APV,APPH & Packamex)
- M&P BATICO in 2015
- VKPC PM#2 in 2016
- APV expansion in 2017
- Expansion BATICO#2 and M&P SOVI in Dec 2020
- M&P of Go-Pak in Jan 2021
- M&P of Duy Tan in July 2021

Vietnam synergy network



Foodservice Packaging strategic move

Synergize customer channels, products & operations to catch mega-trend opportunities

Megatrends¹

1

Customer behavior change

- Health wellness & wellbeing
- Hygienic in every touch point
- More online purchasing

2

Circular economy

- Government policy maker
- Environmental friendly
- Reduce Reuse Recycle

3

Urbanization

- Convenience lifestyle
- Small family & Single living
- On the go food delivery

Global foodservice packaging service value²

Global demand 2020
approx. **158 B.USD.**
CAGR³ : **6.2%**

ASEAN demand 2020
approx. **9 B.USD.**
CAGR³ : **8.5%**

SCGP market coverage

Thailand

- Molded pulp JV
- Expand product range
- Paper-based
- Pulp-based

Malaysia

- Increase wallet share in MNC food chain
- Paper-based

Vietnam

- Paper-based
- Polymer-based

United Kingdom

- Paper-based
- Pulp-based
- Polymer-based

Production Site

Distribution Center

SCGP Operation Base

Raw Material & Product Sourcing

Export / Distribution

Distribution Center in Europe

Export to UK

Export to North America

Export to North Asia

200+400

Foodservice packaging customers⁴

>1,100

SKUs

~7.1

Billion pieces

>50

Sourcing network

38

Note

1. Data source from McKinsey

2. Market data from company sources

3. CAGR 2020-2026

4. Foodservice packaging customers (existing + Go-Pak customers)

SCGP

SCGP Foodservice Packaging Business

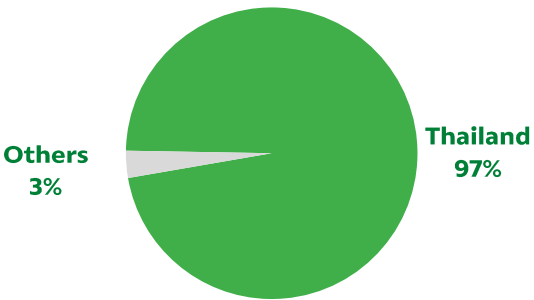
Progressive transformation toward foodservice packaging with revenue of over 4,000MB/Year



Thai Paper & Phoenix - Thailand



Customer by destinations



~160

Customers

>100

SKUs¹

0.6

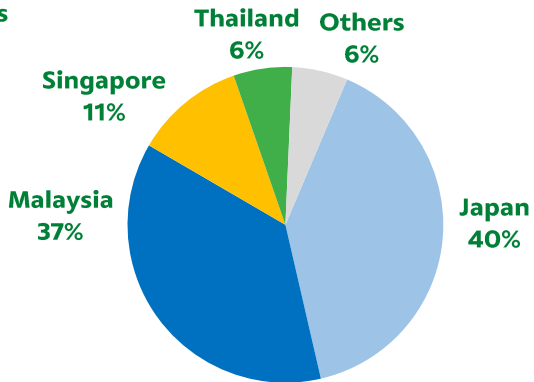
Billion pieces



Interpress Printers - Malaysia



Customer by destinations



~40

Customers

>400

SKUs¹

3

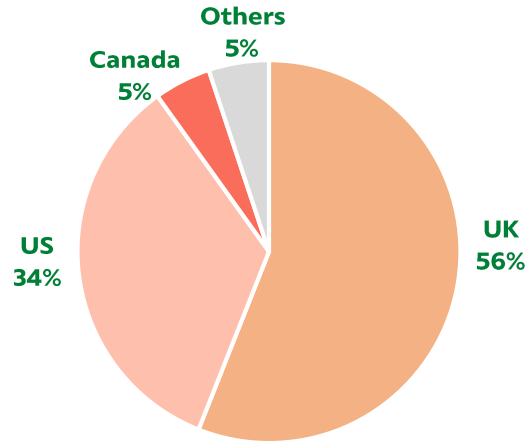
Billion pieces



Go-Pak (UK & VN)



Customer by destinations



~400

Customers

>600

SKUs¹

4

Billion pieces

M&P of SOVI

Accelerate T-model expansion in Vietnam

Strategic rationales

1. High growth of consumer brands

2. Top tier of market share in VN¹

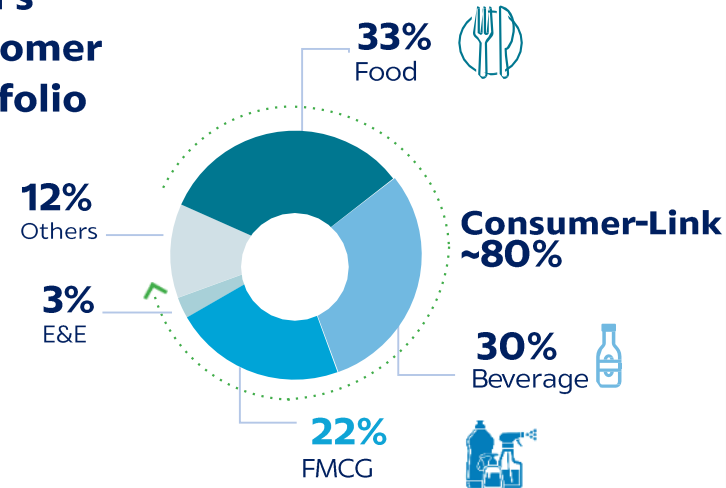
3. Strengthen consumer portfolio



Key financials :

- SCGP M&P of 94.1% equity at approx. 2,700MB
- SOVI's Revenue approx. 2,100 MB²
- SOVI's Asset approx. 1,415 MB³

SOVI's Customer portfolio

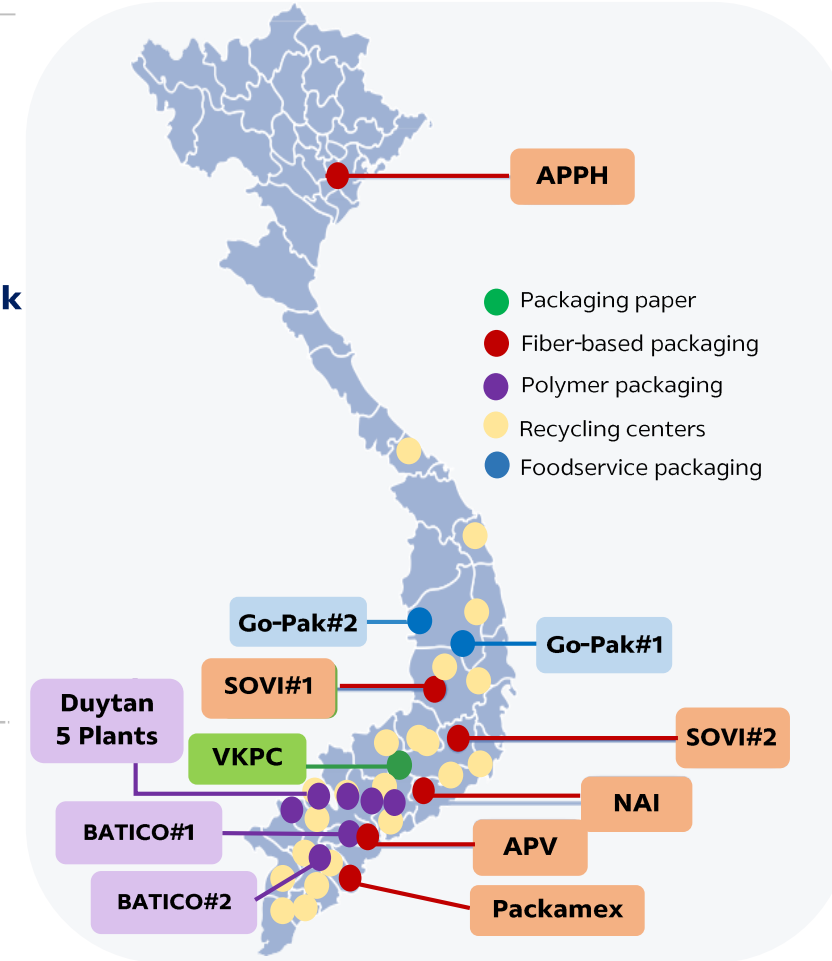


Business synergies unlocked

400+360
Fiber-based packaging customers⁴

20
Recycling centers

Vietnam synergy network



Note:

1. No.1 of % market shares of fiber-based packaging in VN
2. Revenue on a last twelve months basis (Q4/2019 – Q3/2020 results)

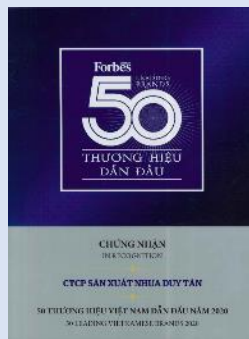
3. Asset on financial statement in Dec2020 (Unaudited)
4. Fiber-based packaging customers (existing & SOVI customers)

What Duy Tan means to SCGP...

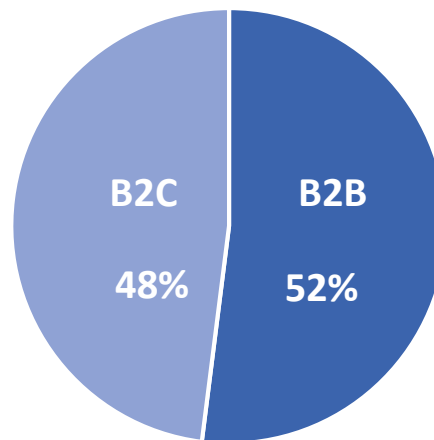
Key Highlights

- Top producer of VN rigid packaging
- Gain access to notable customers
- B2B sales to MNC & local consumer brands
- B2C channel to retail outlets, wholesalers & supermarkets
- Enabling full suite of product offering in VN

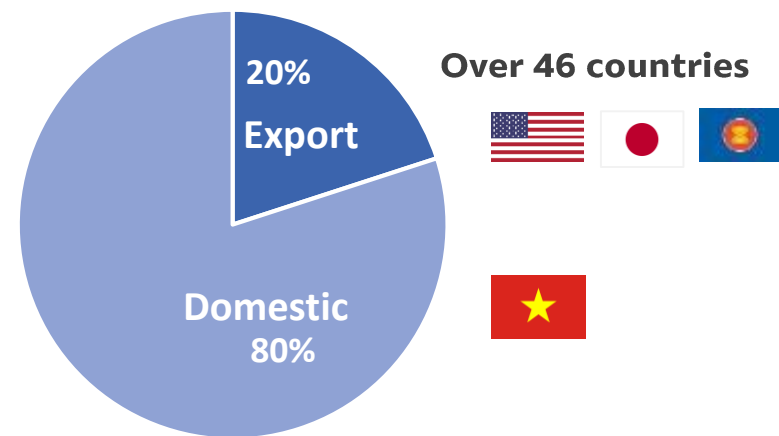
Duy Tan has been honored as one of the top 50 leading Vietnamese brands by Forbes in 2020



Duy Tan customer portfolio



Duy Tan customer by destinations



Awards & certifications



Excellent plastic enterprise recognized by the Ministry of Industry and Trade



ASEAN Occupational Safety 2018



Top 500 Fastest Growing Enterprises in Vietnam (VNR500)



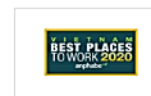
Top 50 Fastest Growing Enterprises in Vietnam (VNR500)



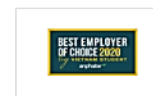
Top Vietnamese Prestigious Exporters (Ministry of Industry and Trade)



"Vietnam National Brand" for 4 times in a row



Top 100 Vietnam Best Places To Work



Top 50 Most Attractive Vietnamese Employer



Unilever's Gold Supplier certificate in 2011



"Green Enterprise"



Top 500 largest enterprises in Vietnam (VNR500)



"High quality Vietnamese goods" for 24 consecutive years since



ISO 14001 : 2015



BRC Global Standard complies with the global packaging



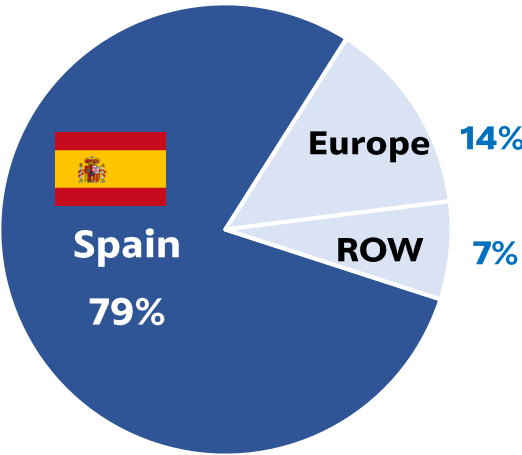
ISO 15378:2017 Primary Packaging Materials for Medicinal Products (GMP standard)



ISO 9001 : 2015

Deltalab's highlights :

Customers by end destination



Over 125 countries



- ✓ Recognized European professional in medical supplies & labware
- ✓ 55% own manufactured with 45% from global sourcing
- ✓ Potential customers networks i.e. healthcare, life science, laboratories & others
- ✓ In-house know how in design and innovation

Commitment to quality at an international level



Integrated management systems



ISO 9001: 2015
Quality mgt.



ISO 13485:2016
Medical devices.



ISO 14001: 2015
Environmental mgt.

Post M&P synergy realization in 2020



Started consolidating Fajar's performance in Jul. 2019

1	Revenue Synergies	<ul style="list-style-type: none">• Export collaboration with SCGP channel, export volume grow 59% YoY• Market & customer optimization
2	Operation	<ul style="list-style-type: none">• Utilization rate improvement by 10%• Product portfolio optimization & quality enhancement• Accelerate expansion project in Surabaya
3	Cost Savings	<ul style="list-style-type: none">• Refinancing lead to a reduction of interest up to 2%• Pool sourcing of main raw materials
4	Know-how & others upsides	<ul style="list-style-type: none">• Leverage best practices via collaboration among operations, R&D & engineering team• Management knowhow exchange



Thailand

Started consolidating Visy's performance in Sep 2019

1	Revenue Synergies	<ul style="list-style-type: none">• Revenue expansion & 8 new customers introduced by SCGP• Cross-selling synergy
2	Operation	<ul style="list-style-type: none">• Improved operational efficiency & production optimization to Conimex• Accelerate future expansion
3	Cost Savings	<ul style="list-style-type: none">• Financing optimization• Pool sourcing of main raw materials
4	Know-how & others upsides	<ul style="list-style-type: none">• Co-develop new PP grade with SCG Chemicals• Management knowhow exchange

Post M&P synergy realization in H1/2021



Sales & Marketing Synergies

- Broaden customer network along with the capabilities to serve customers beyond Asia (UK, EU and North America)
- SCGP announced Pressboard & Molded pulp expansion in May 2021

Understudy

- Supply foodservice packaging for Go-Pak
 - Paper plate, Molded pulp & Sandwich box
 - Fest & IPP products (TH & MY operation)
 - Outsourced: Cup carrier, Absorption meat pad & Plastic Cup

Operation Synergies & Cost Saving

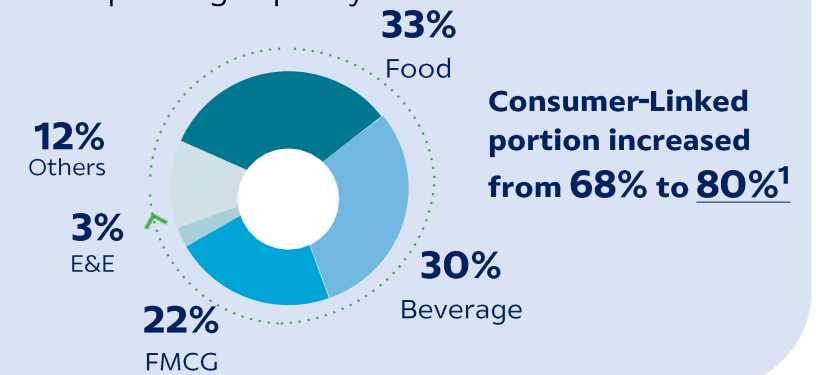
Understudy

- Raw material sourcing
 - FBB coated board
 - Aqueous coated board



Sales & Marketing Synergies

- Expand customer portfolio of MNCs & large local corporates in F&B and consumer segments
- Cross-selling from access to new customers and offset printing capacity



Operation Synergies & Cost Saving

- Cost reduction from operational improvement and pooled purchase
 - G-technology
 - Production planning
 - Automation and production system
 - Top 10 suppliers sourcing
 - Finance cost savings



THANK YOU

For more information, please contact
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