

Investors Meeting

Month of March 2022



SCGP Vision

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

Growth Aspiration

**Quality
Growth**



with progressive
financials

**Customer
Solutions**



Top-of-mind for innovative
and sustainable packaging

**ESG
Leader**



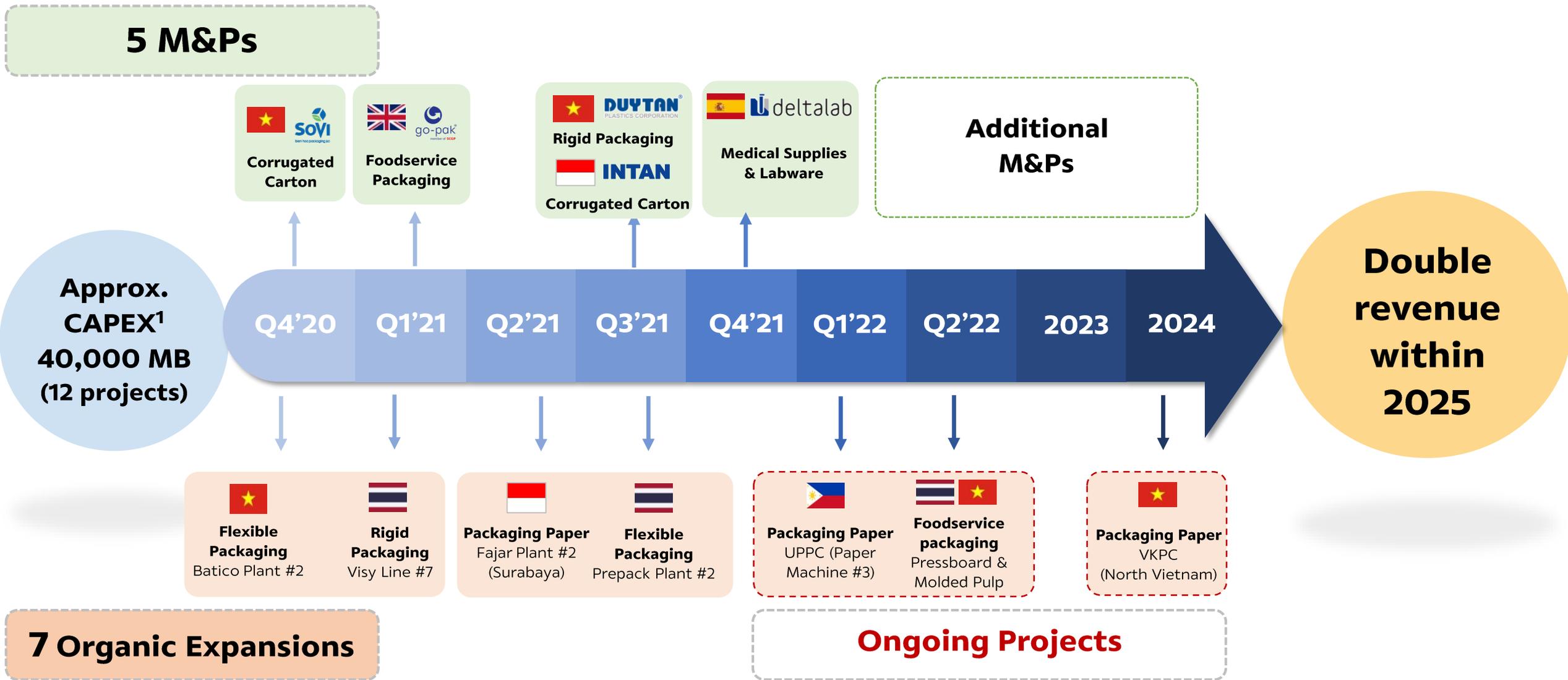
focus on sustainable
packaging and practices

Global Management Platform:

Building foundation toward becoming a global company

Key Business Drivers

Fuel up future growth with high quality M&Ps and organic expansions



Continuously Enhance Innovative Consumer Solutions

Established 2nd Inspired Solutions Studio at Ratchaburi Factory



Enhance solutions thru SCGP's First Design Awards in VN



DOOZY enabler of Omni channel for E-commerce



DEZPAX Foodservice packaging Online Platform



Highlights 2021

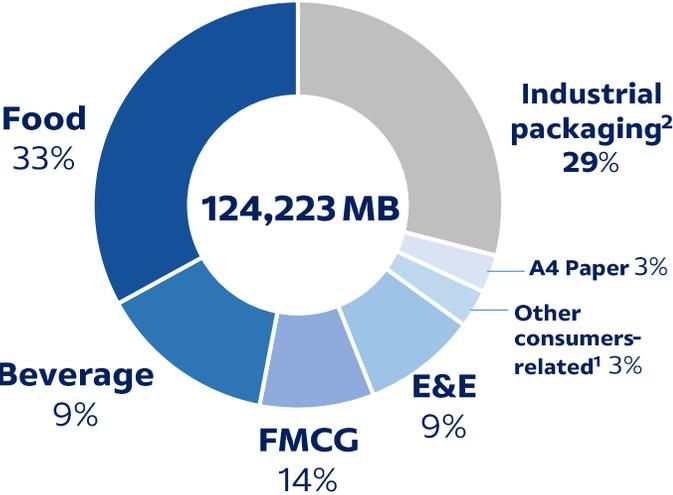
Co-design of innovative medical products



Leverage nanotechnology to develop ALMIND hand spray



SCGP: %Consumer-linked portfolio in 2021



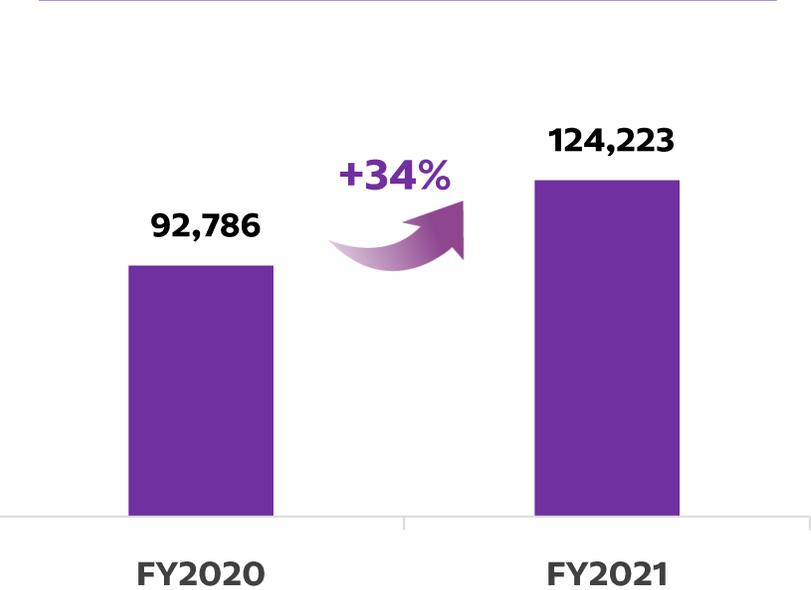
Consumer-linked driven growth (~71% of total SCGP's sales)

Note:
 1. Other consume-related includes footwear, apparel, medical supplies & labware, etc.
 2. Industrial packaging includes auto parts, petroleum products, construction materials, furniture etc.

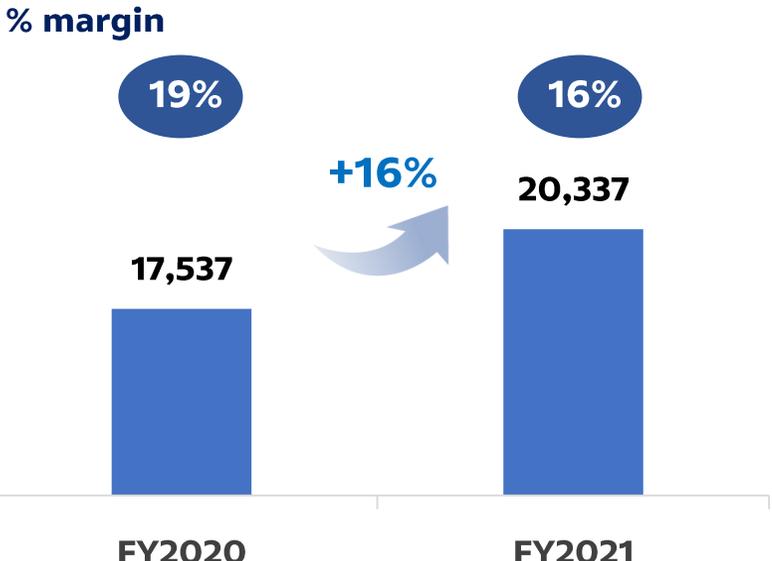
Consolidated Key Financials: FY2021¹

Deliver solid performance through unique solution offerings, organic expansions, and M&Ps

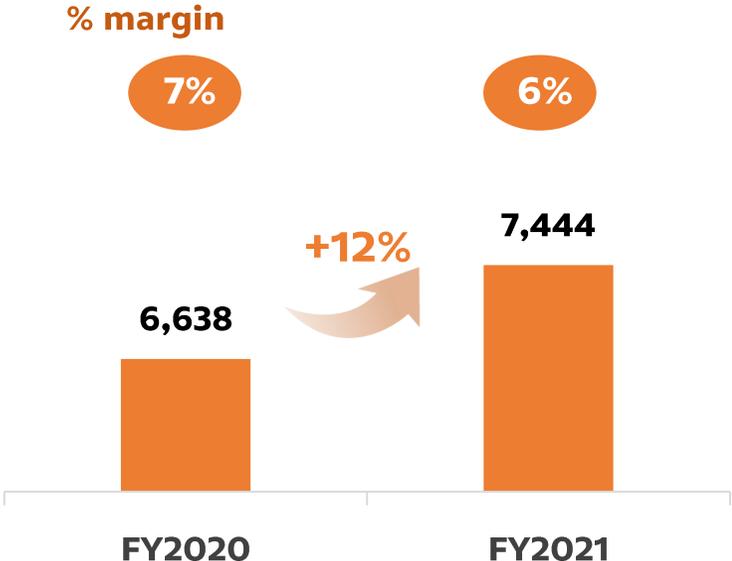
Revenue from Sales (MB)



Core EBITDA² (MB)



Core Profit (MB)



%COGS on Sales



EBITDA² (MB)



Net Profit (MB)



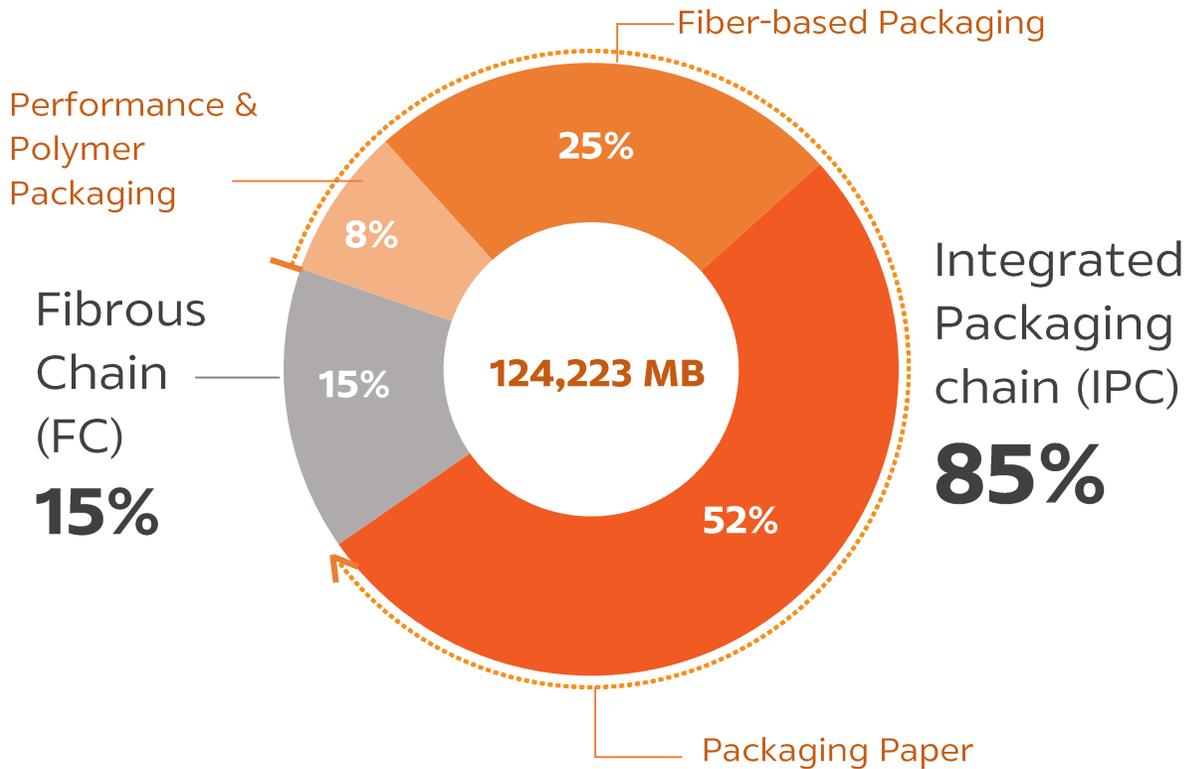
Note:

1. Figures are "After inter-segment elimination"
2. EBITDA excludes dividend from associates & includes FX gain/loss from loan

SCGP Business Portfolio: FY2021¹

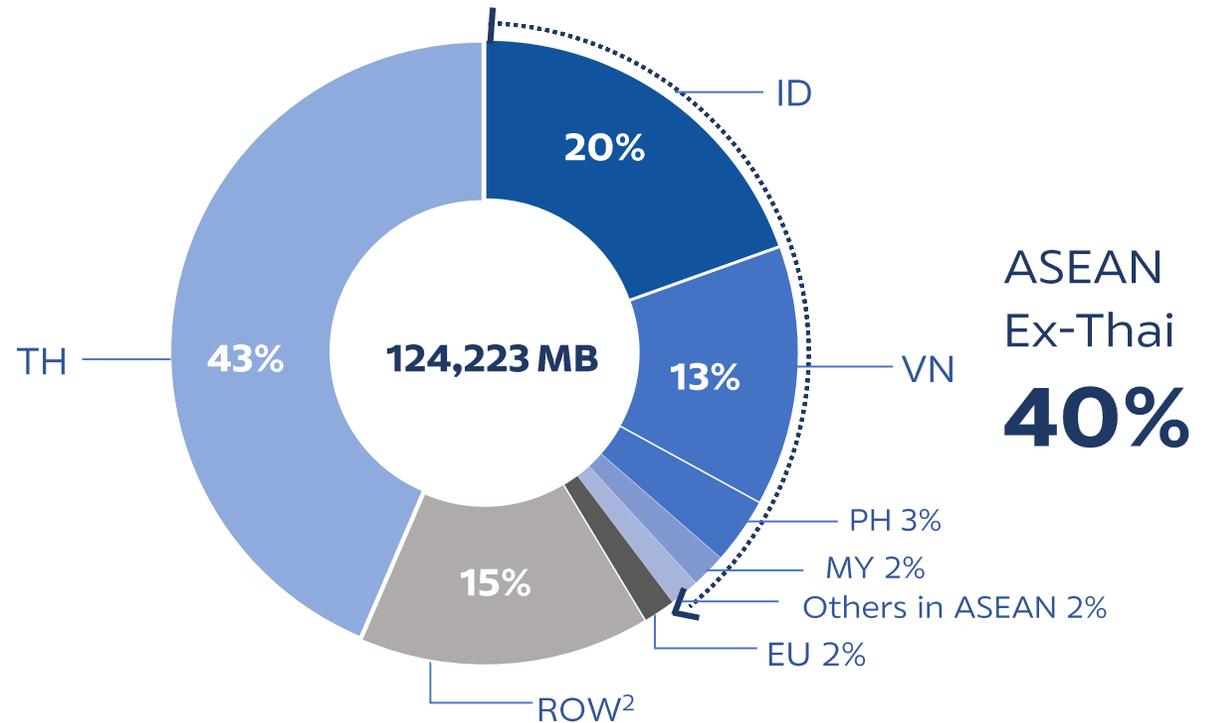
Progressive ASEAN Ex-Thailand growth from strategic overseas organic and M&P expansions

Revenue from sales by business units



- Enhance packaging solutions: **29%** from 26% last year

Revenue from sales by end destinations



- Growth of ASEAN Ex-Thai: **40%** from 32% last year

Note :

- Figures are "After inter-segment elimination"
- ROW is Rest of the world

Strategic Focus in 2022

Our Strategies

1

**Quality Growth
(M&P and Organic Expansion)**

2

**Packaging Solutions,
Innovation, and E-commerce**

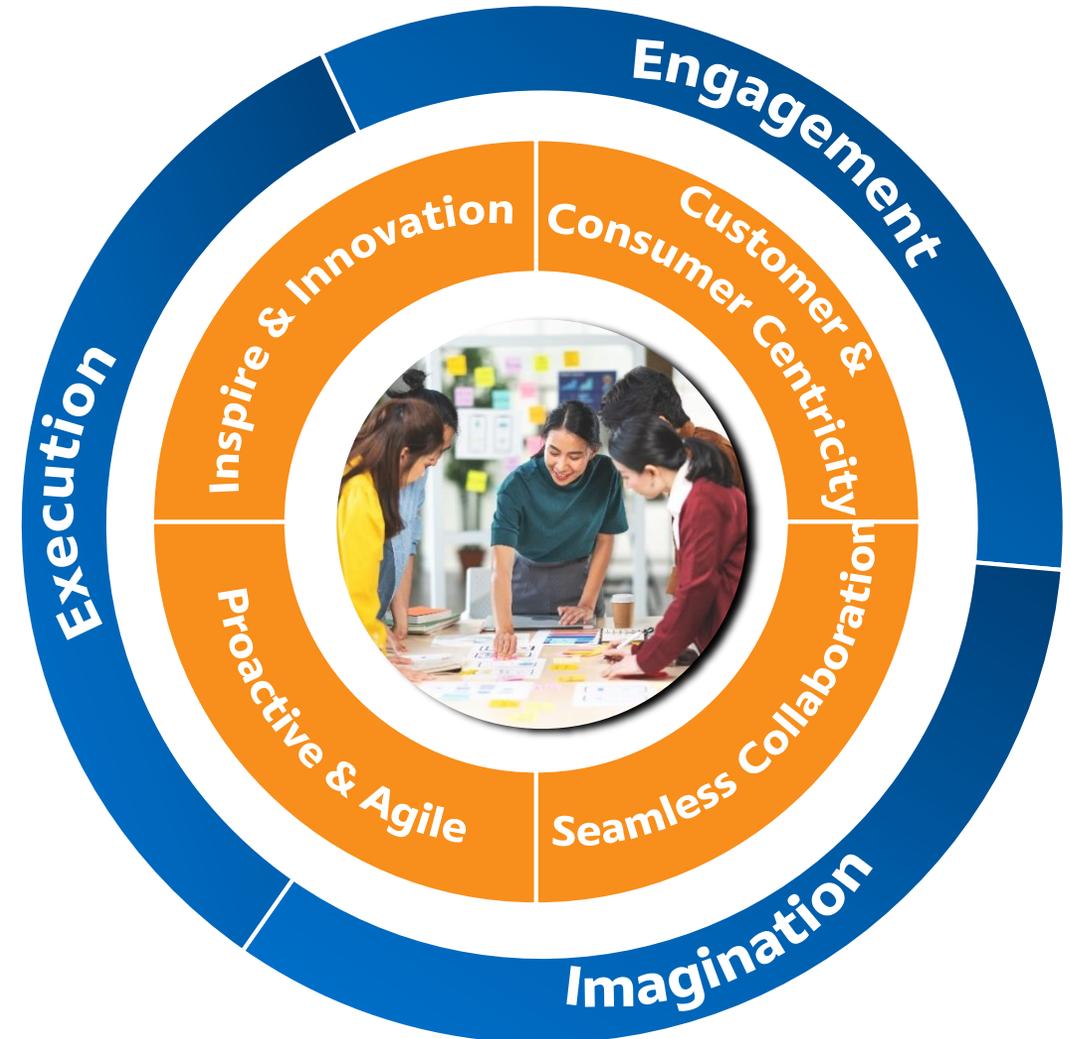
3

Operational Excellence

4

ESG & Sustainability

Our Culture & Leadership Competency



Growth Pathways & Key Efforts

Growth Opportunities

Key Efforts

Future Portfolio



GDP + **1-2%**

Packaging demand growth¹



~4-7x potential

ASEAN's packaging penetration upside



20%+

E-commerce growth²

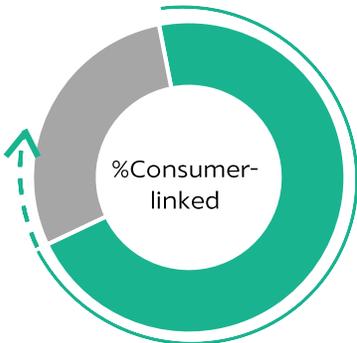


~10x potential

ASEAN's healthcare spending per capita (Deltalab)

1 Expand consumer-linked topline

- Strengthen business model: B2B2C & B2C
- Tailor-made solutions offering



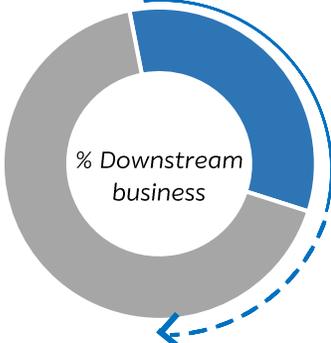
2 Enlarge growth in ASEAN & Beyond

- Business expansion: Organic + M&P
- Value-based offerings



3 Enhance bespoke downstream business

- Capture evolving high growth segments
- Broad & Deep fortification



Note:
 1. Total household consumption growth from 2019-24E in ASEAN
 2. E-commerce GMV (gross merchandise volume) growth from 2019-24E in ASEAN

Strengthening Fibrous Business with Global Foodservices Packaging

Value chain of fibrous business

Plantation

- Focus on R&D development for new propagation

Pulp

- Maximize value from hygienic, textile, & food grade paper

Paper

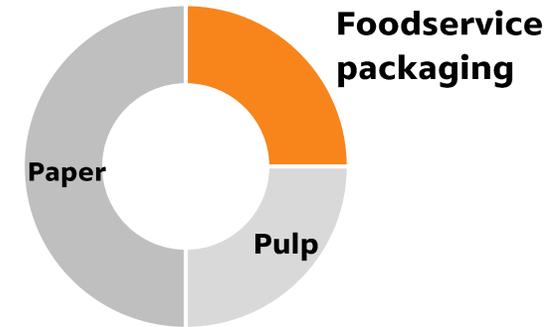
- Product portfolio management to serve in-demand segments

Foodservice Packaging

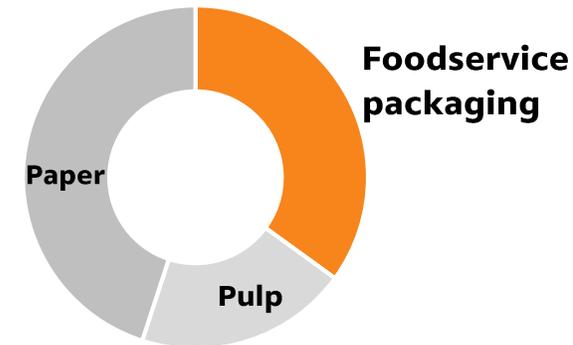
- Progressive growth through M&P & organic expansion
 - Go-Pak: Leading Global Foodservice packaging
 - Pressboard & Molded Pulp expansion In TH & VN

Revenue Portfolio of Fibrous Business

2021



Foodservice Packaging Business Model



Building on SCGP's Consumer Solutions Capability...

Food & Beverages



Fashionable Packaging



Circular Packaging Solutions



Eco-friendly Mono material R-1 and Recyclable rice bag



DEZPAX Foodservice packaging Online Platform



Foodservice & Recyclable packaging

FMCG



Display & Packaging Design



On-demand One stop solutions



Daily consumer staples

E-commerce



แพ็คเกจ ครอบคลุม : Doozy Enabler of ASEAN E-commerce growth



Auto - Lock and Easy to pack design

Medical Supplies & Consumer Healthcare



Folding carton for consumer healthcare



Cosmetics & Pharmaceuticals packaging



Labware and medical supplies

Maximize value through M&P synergies

Customers Networks

- Enlarge fast growing consumer-linked portfolio
- Extend footprint in potential markets

Operational excellence

- Improve operational efficiency & production optimization
- Expedite future expansions

M&P Synergies

Cost Savings

- Pool sourcing of raw materials
- Financing optimization

Know-how

- Leverage best practices & technology across operations
- Management knowhow & collaboration

Highlighted synergies from M&Ps



- Obtained leading MNC portfolio
- Catalyst for Green Carton Technology adoption



- Expanded customer network to global F&B brands
- Enabled organic expansion to serve growing demand



- Doubled polymer packaging business size
- Completed one stop packaging solutions for SCGP in Vietnam



- Strengthen consumer-linked portfolio
- Reinforced vertical integration with FAJAR



- Entered into fast growing labware & medical supply market
- Opportunity to leverage know-how to ASEAN

ESG Rating & Recognition

With continuous efforts, SCGP is one of the ESG leader in the industry



Listed on **Thai Sustainability Investment (“THSI”)** List on October 4, 2021



Recipient of **“Rising Star Sustainability Awards”** from SET Awards 2021



“Gold Medal” from EcoVadis Sustainability Rating



SCGP **achieved a silver class rating** in the category Containers and Packaging by S&P Global.

Overall ESG Score of 75 / 100

(Scores as of 12 Nov 2021)

Environmental



Social



Governance & Economic



2022: An Exciting Journey Continues...



1

Continues distinguished growth, with targeted revenue of 140,000MB+

2

Progressive expansion with quality through CAPEX plan of 100,000MB+ in the next 5 years

3

Moving closer toward consumers with advancement in innovations & packaging solutions

Appendix



A Progressive and Eventful 2021...



1. Quality Growth

- Solid financial performance through consumer-linked portfolio
- Strategic M&Ps and organic expansions to capture growth
- Augmented global presence with expansion in healthcare & medical supplies and foodservice

2. Customer Solutions

- Continuous development of consumer solutions for evolving demands
- Distinguished internal agility and resiliency amid volatility in the economies & supply chain

3. ESG Leader

- Emphasis on circularity with innovative & sustainable packaging
- Elevated ESG targets and moving toward net zero by 2050

ASEAN Q4/2021: Market Highlights

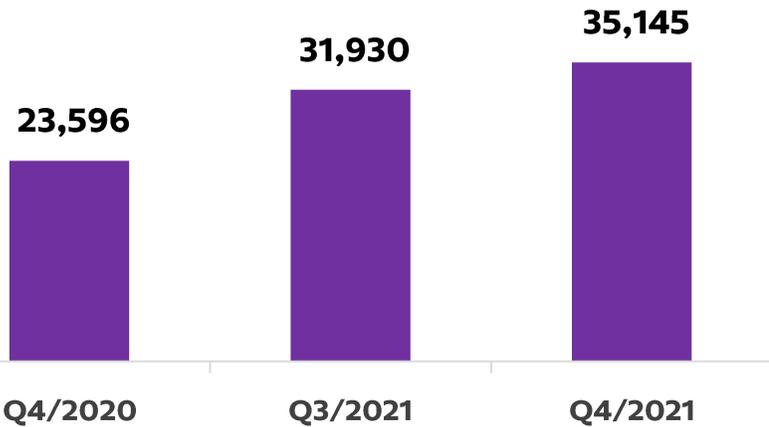
		<u>QoQ</u>	<u>YoY</u>
	Thailand		
	+ Demand picked up for frozen & canned food prior to the festivities while easing of COVID measures and government's stimulus plan improved economic activities		
	- Shortages of intermediated parts and container dampened certain industries, e.g., E&E		
	Vietnam		
	+ Manufacturing sector has been gradually reviving. Increased demand for F&B and FMCG after easing of lockdown and preparation for Tet Festival.		
	+ Recovery of garment & footwear exports, driven by new collection launched before year-end		
	Indonesia		
	+ Gradual resumption of the economy drove up demand, especially FMCG, hygiene-care and medical related products		
	+ Surging of garment & footwear industries from sales promotions and exports to US & EU.		
	Philippines		
	+ FMCG products grew along with the heightened year-end purchasing activities		
	+ Export of agricultural products slightly improved, mainly to China and the Middle East markets		
	Malaysia		
	+ Surge in domestic demand from market recovery and dine-in relaxation		
	(Only for foodservice packaging market)		
	+ Regional foodservice packaging demand remains solid with launching of new promotions, e.g., Japan		

Consolidated key financials: Q4/2021¹

Top line continued to expand while bottom line was pressured by lower margin

Revenue from sales (MB)

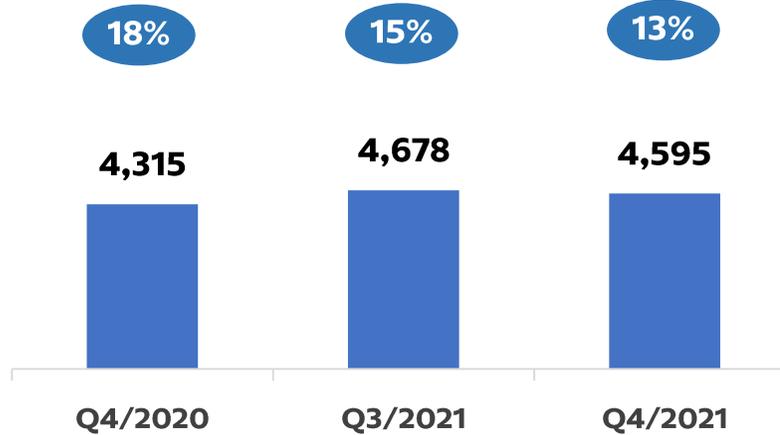
↑ +49% y-o-y
↑ +10% q-o-q



Core EBITDA³ (MB)

↑ +6% y-o-y
↓ -2% q-o-q

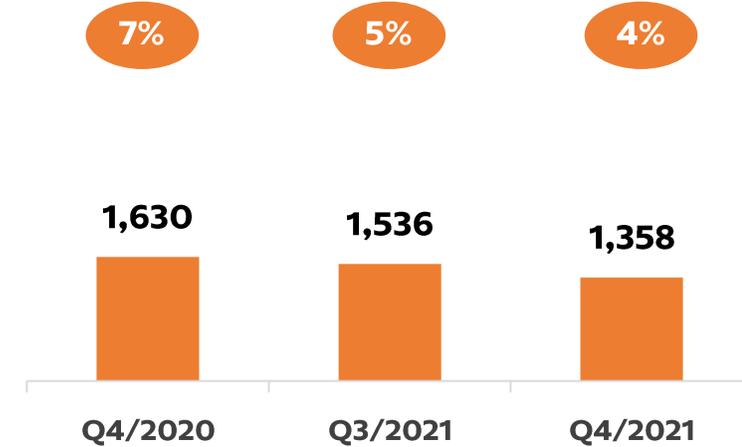
% margin



Core Profit⁴ (MB)

↓ -17% y-o-y
↓ -12% q-o-q

% margin



%COGS on sales

81% 83% 85%

EBITDA² (MB)

4,211 4,910 5,409

Net Profit (MB)

1,486 1,781 2,115

Note:

1. Figures are "After inter-segment elimination"

2. EBITDA excludes dividend from associates & includes FX gain/loss from loan

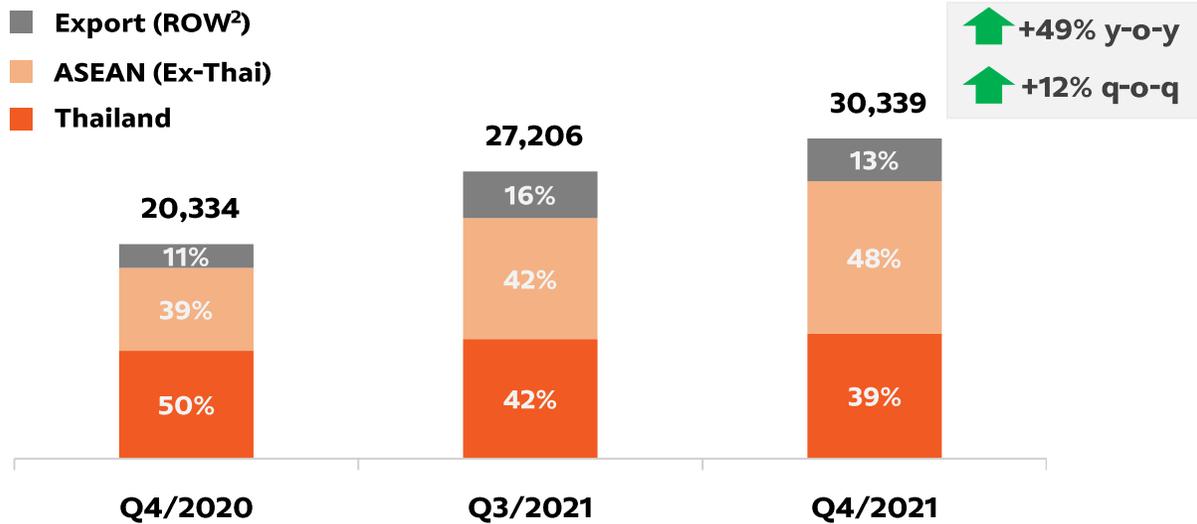
3. Core EBITDA = EBITDA - key items adjustments

4. Core Profit = Net Profit - Key items adjustments after tax & after NCI basis

Integrated Packaging Chain

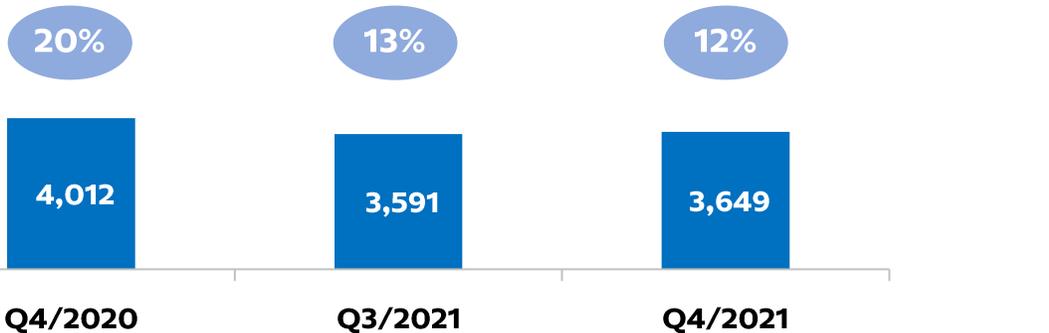
Continuous growth from prudent M&Ps, amid pressured margin from cost upcycle

Revenue by end destinations¹ (MB)



EBITDA³ (MB)

% Margin



Revenue:

- **PPP:** QoQ growth was mainly driven by processed & frozen food segments in TH & VN along with Duy Tan's full quarter consolidation. (Deltalab's is included from Dec'21 onward)
- **Fiber-based packaging:** Restocking demand prior to year end festivities, while operation of box plants in South VN recovered to near normal level
- **PP:** Domestic sales increased QoQ in ID & VN from market recovery and preparation for year-end & Tet in Q1/2022. Softer export was mainly due to slow-down of CN market

EBITDA:

- QoQ increase in EBITDA from solid downstream performances including new M&Ps, and extensive operational excellence efforts throughout the chain
- Packaging paper margin was pressured by lagging effects of the heightened freight & raw material costs.

Note:

1. Revenue figures are "After inter-segment elimination"

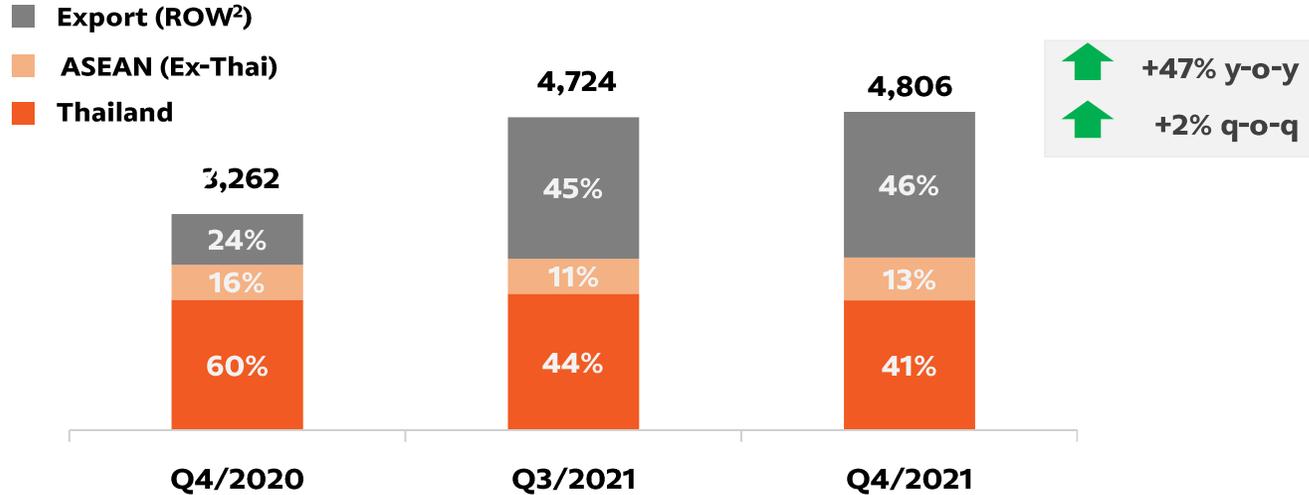
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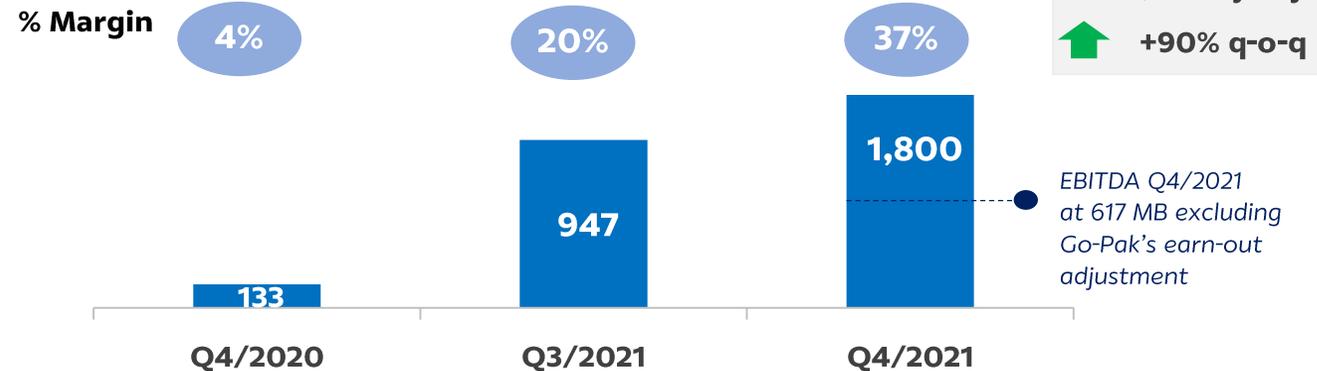
Fibrous Chain

Improved paper operation while pulp cycle softened during year-end

Revenue by end destinations¹ (MB)



EBITDA³ (MB)



Revenue:

- **Foodservice packaging:** TH & MY sales improved QoQ as reopening of retails and services, while the heightened freight cost hindered Go-Pak's sales
 - Currently account for 24% of fibrous chain revenue, from 12% last year (Q4/2020)
- **Paper:** Demand recovery for printing & writing paper and specialty grade (e.g., food grade paper) from resumption of business activities
- **Pulp:** Downward market price trend in Q4/2021 mainly driven by weaker demand in China

EBITDA:

- Excluding extra item, QoQ decreased mainly due to a decline in pulp price

Note:

1. Revenue figures are "After inter-segment elimination"

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3. EBITDA excludes dividend from associates & includes FX gain/loss from loans

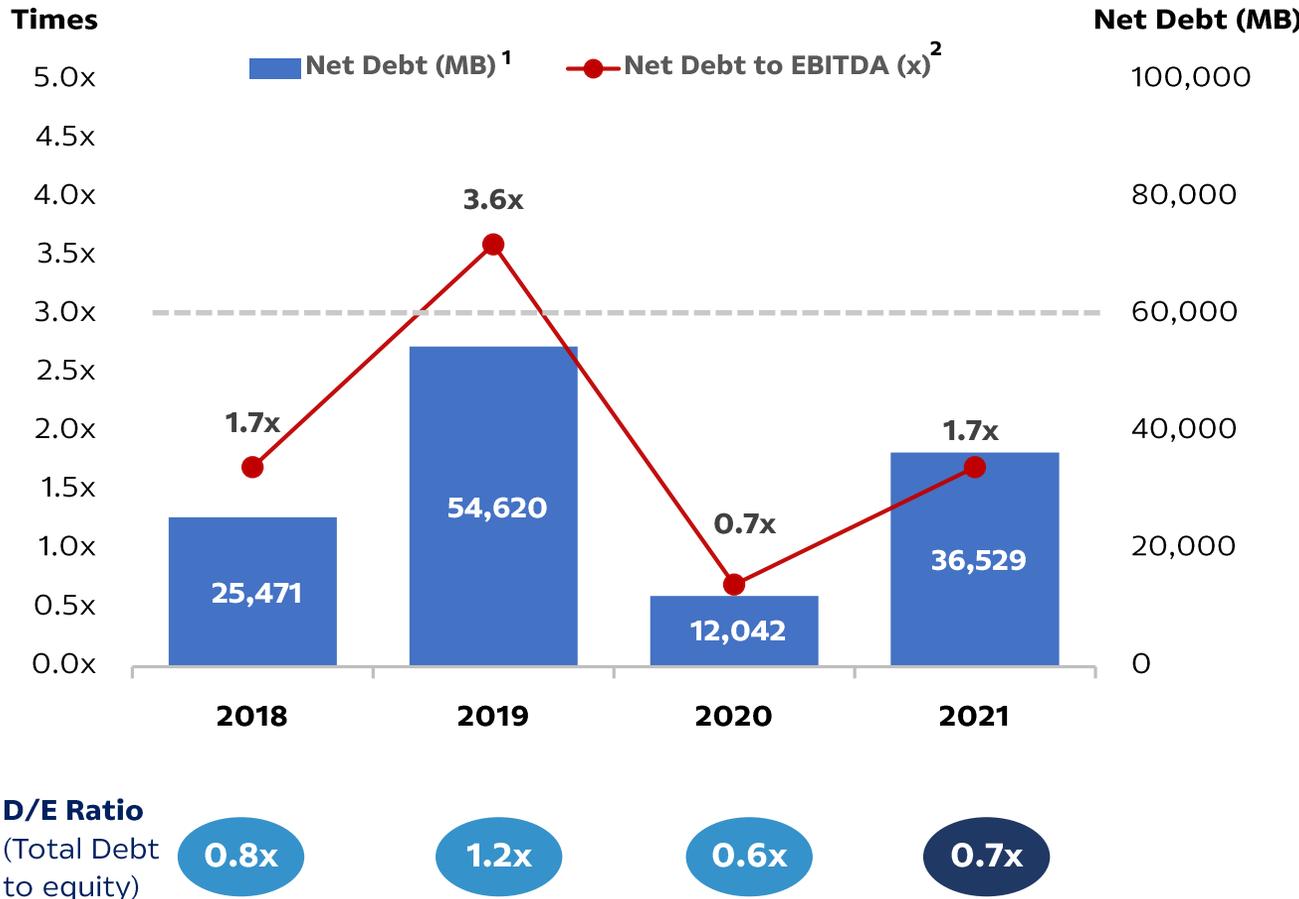
Net Profit & Core Profit: Q4/2021

	Q1/20	Q2/20	Q3/20	Q4/20	Q1/21	Q2/21	Q3/21	Q4/21	y-o-y	q-o-q
Core Profit (after NCI)	2,099	1,461	1,448	1,630	2,263	2,287	1,536	1,358	-17%	-12%
Key Items (after Tax & after NCI)										
1) FX Gain/Loss from Loan, Derivatives & Investment	(563)	482	(111)	31	56	111	280	(99)		
2) Company restructurings	-	(110)	-	(14)	(35)	-	-	7		
3) Changed to local regulations	196	71	-	-	-	-	-	(107)		
4) Expenses related to M&Ps transaction	-	-	-	(160)	(73)	(137)	(35)	(115)		
5) Others	-	-	(2)	(1)	(76)	2	-	1,071*		
Total	(367)	443	(113)	(144)	(128)	(24)	245	757		
Net Profit (after NCI)	1,732	1,904	1,335	1,486	2,135	2,263	1,781	2,115	+42%	+19%

Note: *Mainly from the adjustment of earn-out provision of Go-Pak in accordance with the share purchase agreement

Strong balance sheet to enhance growth

Leverage ratios as of FY2021

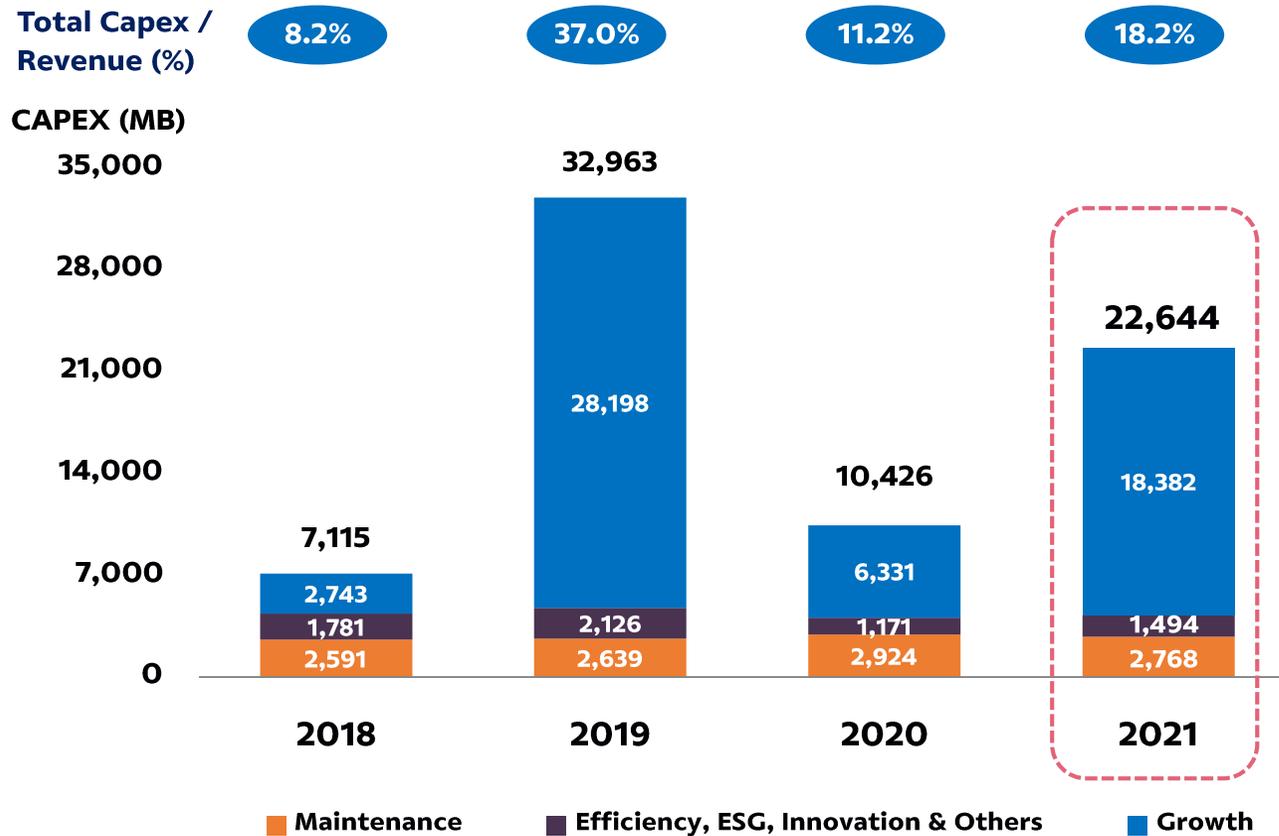


- Cash & cash under management of 20,242 MB with changes mainly from investment CAPEX throughout the year
- Interest-bearing debt of 56,771 MB with cost of debt of 2.3%³
- On 24 Jan 2022, Fitch rating has affirmed SCGP's national long-term rating at A+(tha) with stable outlook
- Proposed FY2021 annual dividend of 0.65 Bt/share (33.64% payout) for approval of S/H at the AGM, of which 0.25 Bt/share was previously paid as an interim dividend on 25 August 2021. The final dividend payment of 0.40 Bt/share will be on 25 April 2022, with record date of 7 April 2022, and XD-date of 5 April 2022.

Note:
 1. Net Debt refers to Interest-Bearing Debt minus Cash & Cash Under Management
 2. EBITDA excludes dividend from associates & includes FX gain/loss from loans from Q1/2019 onwards

3. Using IBD at the end of Q4/2021

2021 CAPEX plan



- CAPEX in 2021, including M&Ps in Go-Pak, Duy Tan, Intan, Deltalab and organic expansions of 18,382 MB
- The remaining are maintenance, efficiency, ESG, and innovation CAPEX
- CAPEX plan of approx. 100,000 MB in the next 5 years including 20,000 MB+ in 2022

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

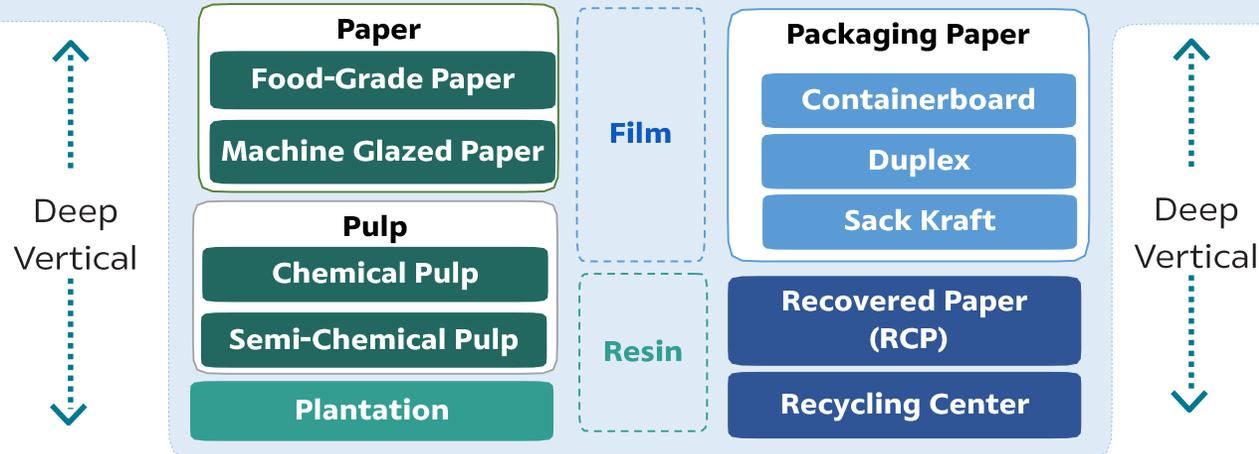
Unique Approach to Growth Platform

Enhance margin stability: wide horizontal offerings & deep vertical integration



Wide Horizontal

Service and Innovation



Pursue Long-term Growth & Focus on Consumer-linked Segments

 **Thailand**

 **Vietnam**

 **Indonesia**

 **Philippines**

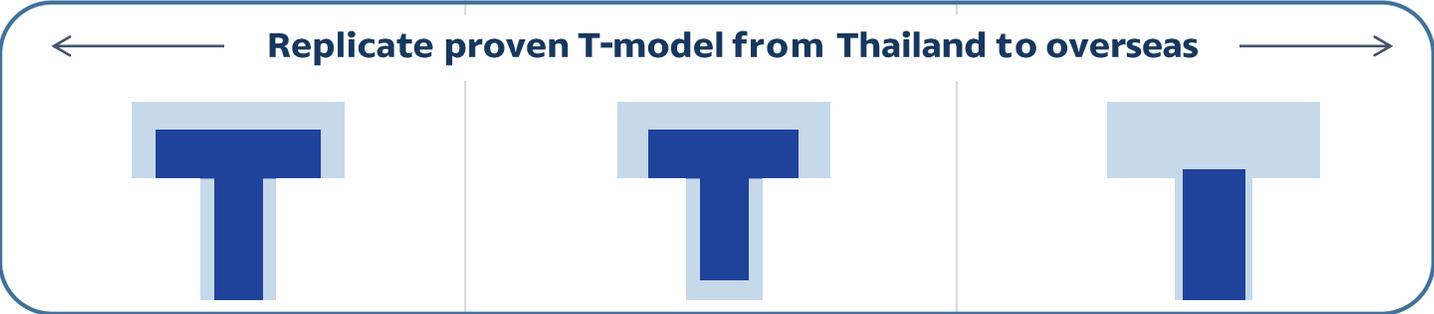
 **Europe & ROW**

Enlarge T-model

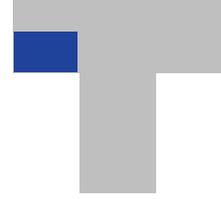
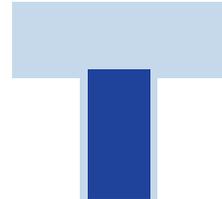
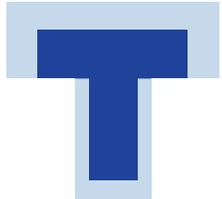
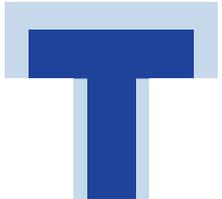
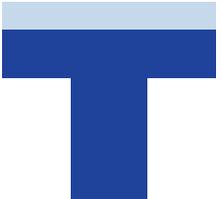
Leverage on large scale of upstream & accelerate downstream expansion

Forward integration through the chain with M&P

Horizontal diversification into healthcare and foodservice packaging



■ To-be
■ As-is



- Packaging solutions
- Foodservice packaging
- Polymer packaging
- Fiber-based packaging
- Packaging paper
- Recycle stations

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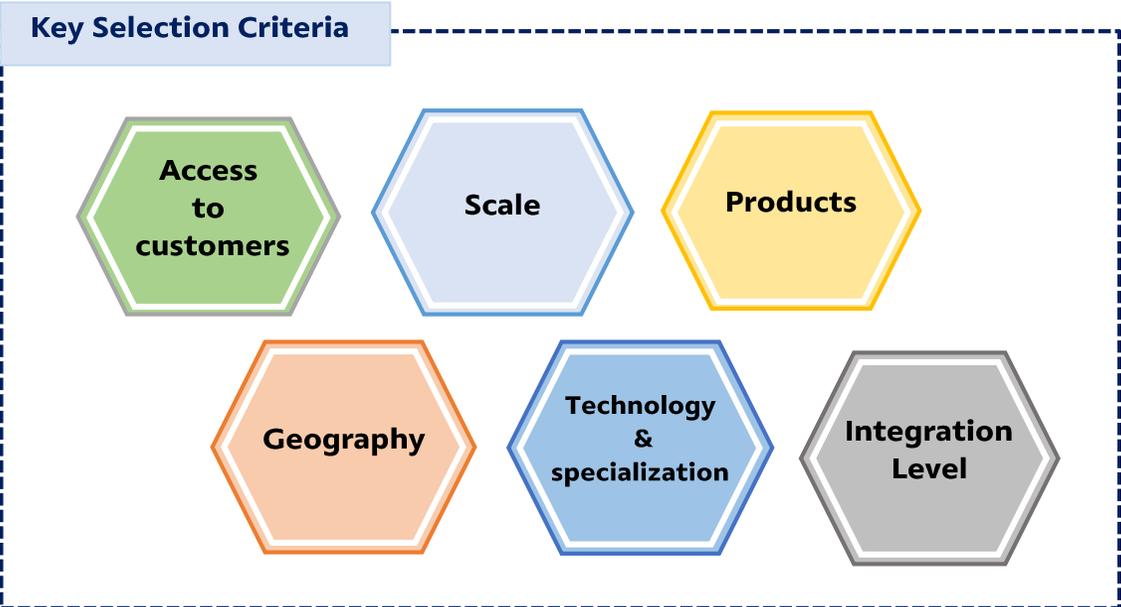
- **Packaging solutions**
- **Foodservice packaging**
- **Polymer packaging**
- **Fiber-based packaging**
- Packaging paper
- Recycle stations

- Healthcare
- Foodservice packaging

 **Malaysia**

- Foodservice packaging

Successful Track Record of Accretive and Disciplined M&Ps



Unlocked Business Synergies

1. Extending customer coverage
2. Extending product & substrate offerings
3. Entering into complementary or new end markets
4. Acquiring new technologies & skills
5. Revenue and cost synergies

- Revenue synergies
- Cost synergies
- Know-how and other upsides

Targets	Access to customers	Scale	Geography	Product	Technology	Integration level
VISY Thailand	✓	-	-	✓	✓	-
Fajar	✓	✓	✓	✓	-	✓
BATICO	✓	-	✓	✓	✓	-
IPP	✓	✓	✓	✓	-	-
Prepack	✓	-	-	✓	✓	-
Recent M&P						
sovi	✓	✓	✓	✓	-	✓
go-pak	✓	✓	✓	✓	-	-
DUYTAN	✓	✓	✓	✓	✓	-
INTAN USTRIX	✓	✓	✓	✓	-	✓
deltalab	✓	-	-	✓	✓	-

Elevate SCGP's Customers & Products Portfolio

Potential Segments

 Medical Supplies & Consumer Healthcare

 Pharmaceutical

 Food & Beverage

Tertiary Packaging

Secondary Packaging

Primary Packaging

 <p>Corrugated Box</p>	 <p>Folding Carton</p>	 <p>Polymer Packaging</p>	
 <p>Corrugated Box</p>	 <p>Folding Carton</p>	 <p>Polymer Packaging</p>	
 <p>Corrugated Box</p>	 <p>Folding Carton</p>	 <p>Foodservice Packaging</p>	 <p>Polymer Packaging</p>

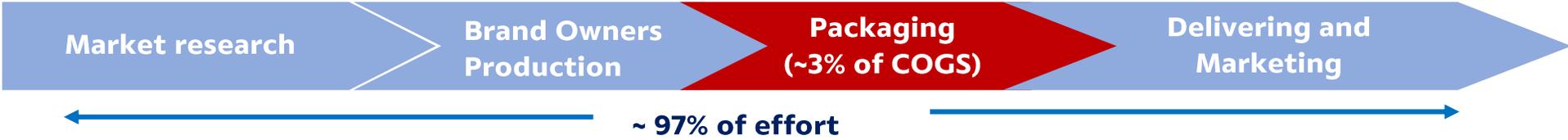
Growth Opportunities in Medical Space



 >10x of potential growth in ASEAN from healthcare spending per capita perspective

 SCGP Product Serving

Packaging is an essential part of customer's value chain



Value proposition to customers

Secrecy Customization **Speed** **Just in time delivery**

Silent salesman **Innovation** Anti-counterfeit

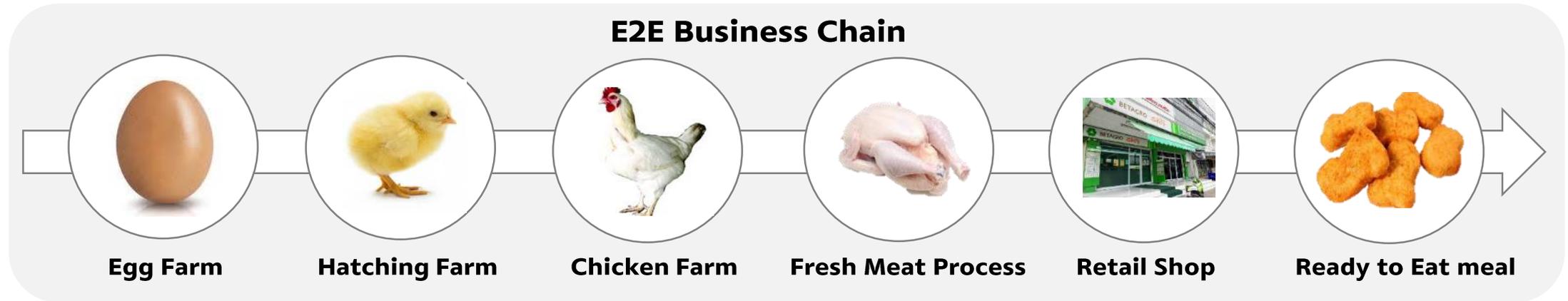
Design **Scalability** Proximity advantage

Quality consistency **Brand identity** **Preservation**

Protection

Integrated Packaging Solutions for Food Industries

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



Molded Pulp



Baby Chicken Box



High Barrier
Thermoformed Cup



Grab & Go Design



Shelf-ready



Ezy Peel



Chicken Food
Packaging



Monopolymer



Shelf-ready



Ezy Box for Retail



Ezy Steam

Integrated Packaging Solutions for FMCG Industries

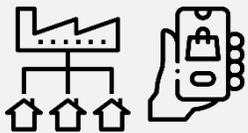
Offer convenience solutions with variety of products & prompt response to customer's requirements

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



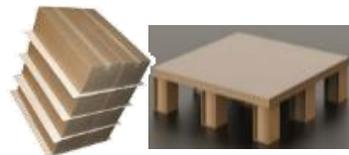
- G-flute & Offset folding
- Shelf-ready
- FybroZeal



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



- Sustainable logistic box



- Anti-slip
- PP Honey comb (Cushion)



- Marketing display

Organic Expansion to Strengthen Market Position



Accelerate global
foodservice packaging



First SCGP new production
base in North VN



Enhance leadership position of
packaging paper in PH

● Capacity expansion

Pressboard & Molded pulp

(1,838 million pieces/year, +25%¹)

Packaging Paper

(370,000 Ton/year, +75%¹)

Packaging Paper

(220,000 Ton/year, +95%¹)

● Final completion

- Pressboard: Q1/2022 (TH&VN)
- Molded pulp: Q2/2022 (TH)

- In progress of EIA & currently under process of land preparation
- Commercial start-up is expected in early 2024

- Paper machine to be completed in Jan/2022
- Co-generation plant to be completed by Feb/2022



Sustainable Packaging: G-Technology

Looking at the entire supply chain, our in-house R&D team has developed innovative technologies since 2010 that utilize **“Less”** raw material for **“More”** benefits to customers and to the earth



Customer

- Cost reduction
- Efficient truck space utilization



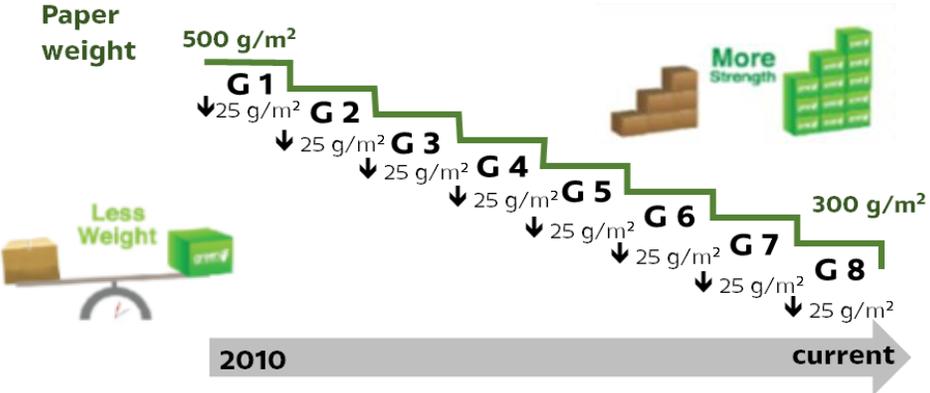
Environment

- Save tree 
- Save Energy and reduce CO₂ emission



Company

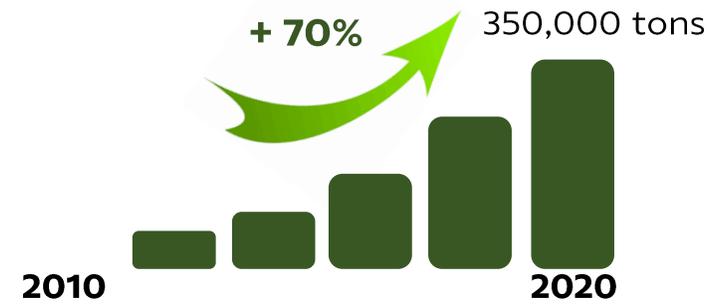
- Increase competitive advantage
- Grow market share



New Technology Special Coating



Green Carton Sales Volumes with 1,200 Customers in 2020



With 70% green carton sales volumes increase, we are able to save ...

30 M. trees   43 Sa-med Island

 1.1 M. Tons of CO₂ Emission Reduction   220 Hours of CO₂ Emission in BKK

Pioneering Breakthrough of Sustainable Packaging: Recyclable & Recycled

1

Innovative Recyclable Products



Recyclable Rice bag



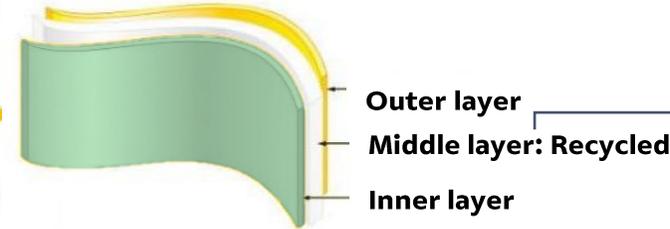
Recyclable Pet Food Bag

(Example of SCGP products)

- Develop multi-layer mono material to be **easy to recycle** while retaining high protection & high impact resistant properties

2

Increase Recycled Contents



Auto Lubricant Container
with 25% HDPE PCR Resin



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

Notable focused KPI matrix for the company and management

1

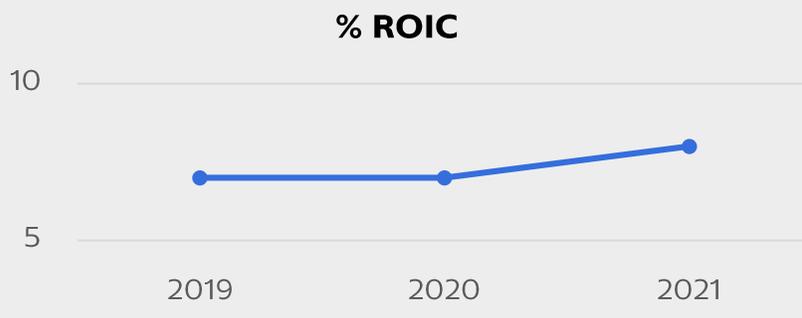
Financial performance & Business growth

A) Revenue, EBITDA & Profit

- Essentials indicators for overall business growth, operational efficiency and profitability

B) ROE and ROIC

- Effectiveness related to the company's generation of long term value from the capital and shareholder's equity



2

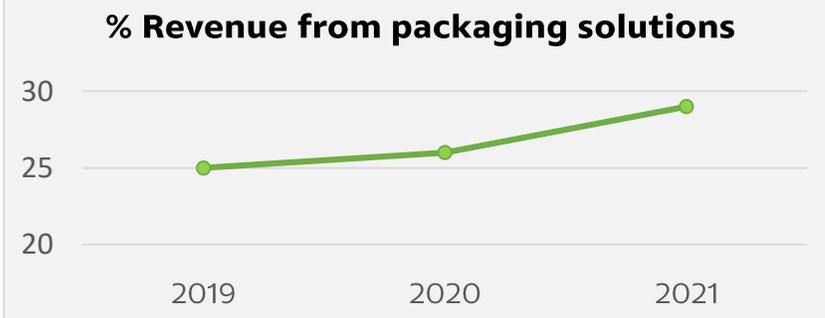
Customer-centricity

A) % Revenue from packaging solutions

- Key measurements on progress of strategic direction to be solutions for customers and consumers

B) Customer Satisfaction score

- Key indicators on how well a company's products or services meet customer expectations

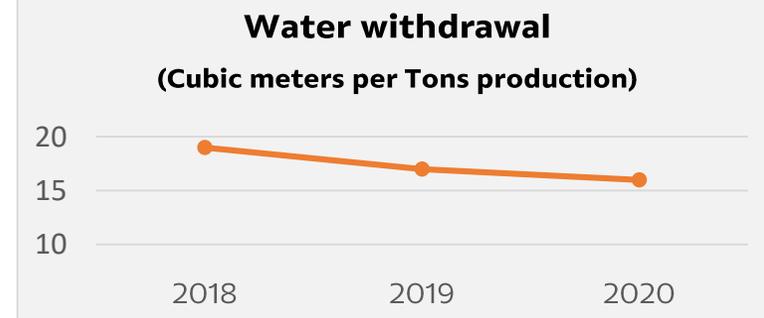


3

ESG & People

Measurements of how the company continuously develops sustainable value chain & business practices with focus on circularity

- GHG reduction
- Recyclable polymer products
- Water withdrawal reduction
- Employee engagement
- and more...



Updated Information

	2021					2022
	Q1	Q2	Q3	Q4	FY2021	QTD (Jan-Feb)
Market information¹						
Testliner paper price: (USD/Ton CIF – ASEAN regional price)	541	512	475	530	515	545
AOCC prices: ASIA index (USD/Ton CIF - from US to Asia)	232	274	310	280	275	275
Spread: Testliner paper price vs AOCC Asia Index	309	238	165	250	240	270
Short Fiber prices: China index (USD/Ton CIF - from US to China)	656	768	640	570	658	615
SCGP sales information						
Packaging paper sale volume ² - Million tons	1.08	1.07	1.09	1.07	4.31	
Fiber-based packaging sale volume ² - Million tons	0.24	0.24	0.25	0.28	1.01	
Polymer packaging sale volume ² - Thousand tons	11.67	13.52	18.22	35.23	78.64	
Fibrous chain sale volume ² - Million tons	0.17	0.16	0.16	0.16	0.65	
%SCGP solutions & services of total sales	←————— 29% —————→					

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

THANK YOU

For more information, please contact
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“SCGP_invest@scg.com” or 02-586-2939

