



*Always Advancing To Protect What's Important*

***Acquisition Offer of  
RPC Group PLC***

March 2019  
NYSE: BERY

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## Non-GAAP Financial Measures

This presentation includes certain non-GAAP financial measures such as operating EBITDA, adjusted EBITDA, and adjusted free cash flow to supplement, not substitute for, comparable measures. Investors are urged to consider carefully the comparable GAAP measures and the reconciliations to those measures at the end of this presentation. For further information about our non-GAAP measures, please see our earnings release, SEC filings and supplemental data at the end of this presentation.

# Important Information

## **No profit forecast**

Nothing contained herein shall be deemed to be a forecast, projection or estimate of the future financial performance of Berry, RPC or the combined business following the completion of the combination, unless otherwise stated.

## **Website Information**

We often post important information for investors on our website, [www.berryglobal.com](http://www.berryglobal.com), in the "Investor Relations" section. We use this website as a means of disclosing material, non-public information and for complying with our disclosure obligations under Regulation FD. Accordingly, investors should monitor the Investor Relations section of our website, in addition to following our press releases, SEC filings, public conference calls, presentations, and webcasts. The information contained on, or that may be accessed through our website, is not incorporated by reference into, and is not a part of this document.

## **Presentation of Combined Information**

The combined financial information set forth herein has not been prepared in accordance with Article 11 of Regulation S-X but rather represents a simple combination of Berry's results with the results of RPC. RPC's results have been prepared and reported in accordance with IFRS and converted into US dollars based on an exchange rate of \$1.00 USD to 1.310 GBP at market close on March 7, 2019. Combined financial information pursuant to Article 11 could differ materially from the combined inform.

## **LTM Information**

LTM information represents the Last Twelve Months of reported information as of the date represented.

Certain information included in this presentation has been sourced from third parties. Berry does not make any representations regarding accuracy, completeness or timeliness of such third party information. Permission to cite such information has neither been sought nor obtained.

# Berry Overview

## Key Berry Figures<sup>1</sup>

### Financial Profile

Sales: **\$8.1 B**  
 Adj EBITDA: \$1.4 B  
 Adj EBITDA Margin: 17%

### Operational Profile

Facilities: 140  
 Customers: 13,000+  
 SKUs: 90,000+  
 Employees: ~24,000

### M&A Track Record

Acquisitions: **45**  
 Avg. Cost Synergies<sup>2</sup>: **~5%**

**Focus on buying and operating businesses for the long-term**

## Business Overview

- Leading **global** supplier of a broad range of innovative **flexible, rigid** and **nonwoven** protective solutions for **consumer** and **industrial** applications
- Low cost** manufacturer with sustainable competitive advantages focused on products used everyday in **stable** markets with favorable **long-term** dynamics
- #1** or **#2** leadership position across **~75%** of portfolio
- Customers range from **large, blue-chip** multi-national corporations to **small local** businesses

## Three Business Segments<sup>1</sup>

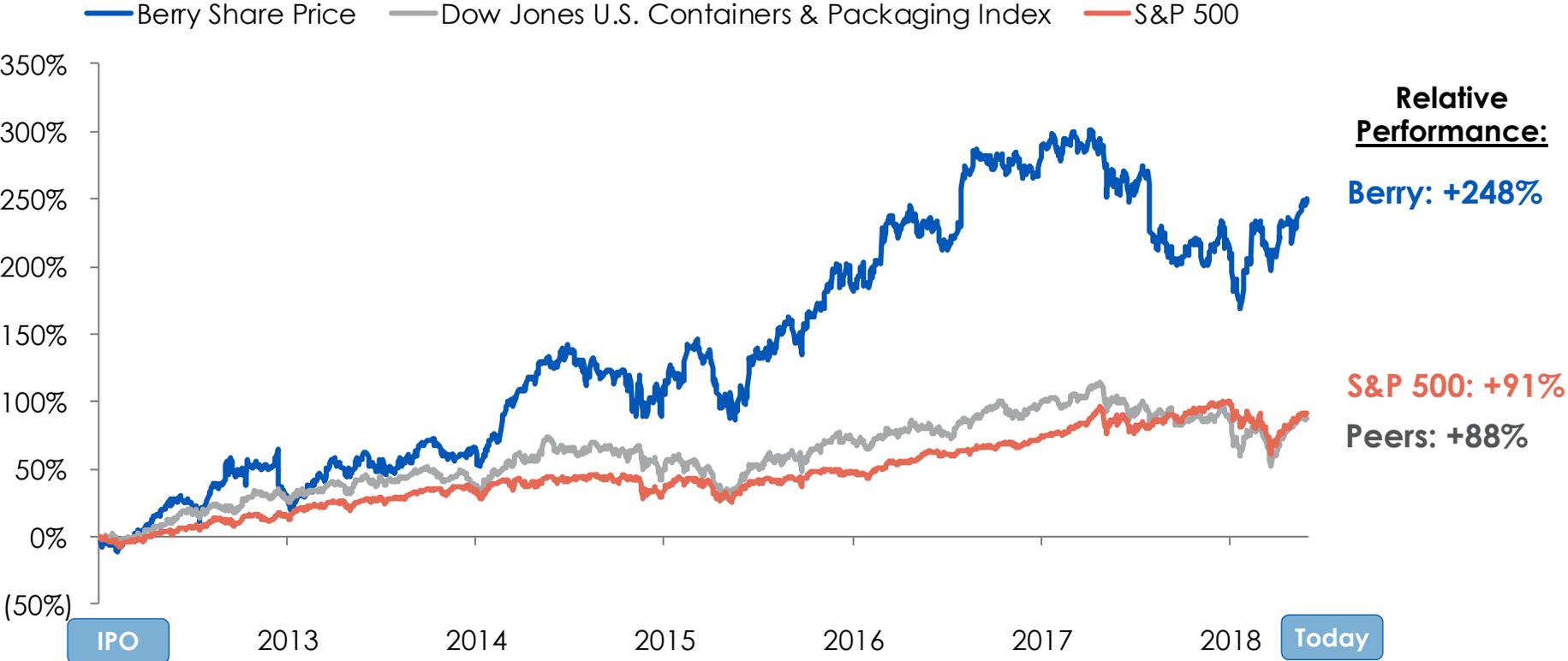


<sup>1</sup> Excludes impact of RPC Group PLC; financials are for the LTM period ended December 2018 calculated as FY 2018 less Q1 2018 + Q1 2019

<sup>2</sup> As a percentage of target revenue over the past 15 acquisitions  
 Note: Berry management estimates

# Creating Value for Shareholders

## Berry Stock Performance Since IPO



*Berry's Strategy And Track Record Of Strong Financial Performance Has Resulted In Superior Value Creation For Shareholders*





*Scale-Based Global Plastic  
And Recycled Packaging Franchise*



# RPC – A European Leader in Plastic and Recycled Packaging

## Key RPC Figures

### Financial Profile<sup>1</sup>

|                    |                |
|--------------------|----------------|
| Sales:             | <b>\$4.8 B</b> |
| Adj EBITDA:        | \$0.8 B        |
| Adj EBITDA Margin: | 16%            |

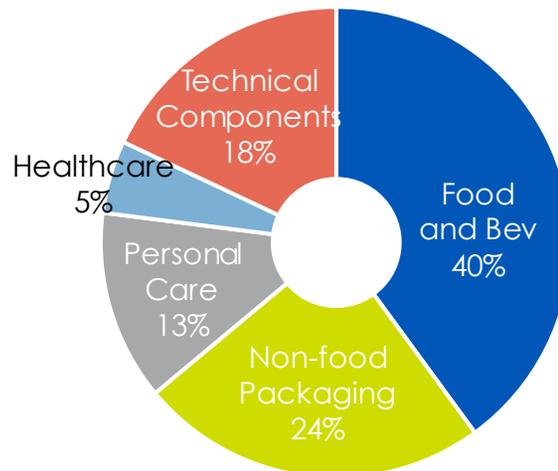
### Technologies

- ✓ Injection Molding 
  - ✓ Blown Film Extrusion 
  - ✓ Blow Molding 
  - ✓ Thermoforming 
  - Rotational Molding 
- ✓ = **Overlaps with Berry**

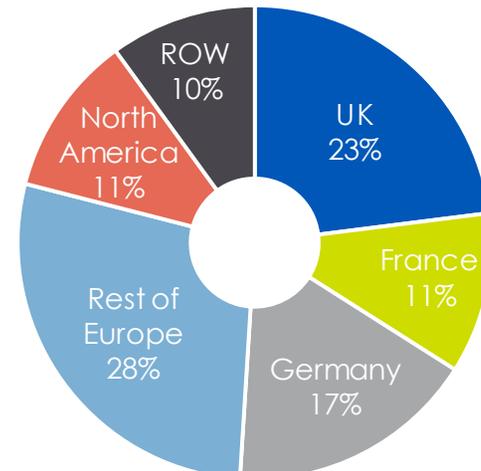
## Business Overview

- Leading **European rigid** and flexible plastic packaging manufacturer serving a range of consumer, industrial and healthcare end markets
- Expansive commercial and operational presence serving **> 10,000 customers** across **33 countries** from **153** well-invested **manufacturing facilities**
- Balanced **long** and **short-run** production capabilities, enhanced by specialty **innovation, engineering** and **recycling** expertise

## End Markets<sup>1,2</sup>



## Geographies<sup>1</sup>



<sup>1</sup> LTM as of 9/30/18

<sup>2</sup>Not restated for continuing operations. Technical components also includes non-packaging revenue

Note: Assumes USD/GBP of \$1.310 at market close on March 7, 2019

Source: Company filings and presentations

# Compelling Acquisition Rationale

## Strong Strategic Merit

- ✓ **Transformational** complementary combination creates a **global leader** in plastic packaging with enhanced **growth** opportunities
- ✓ Unmatched **value creation** opportunity for Berry shareholders, underpinned by strong **industrial logic** and powerful **synergies**
- ✓ Opportunity to leverage combined **know-how** in material science, product development and manufacturing technologies across **resin-based** consumer, industrial and healthcare applications

## Long-term Benefits to Berry

- ✓ **Balanced** franchise across geographies, markets and substrates
- ✓ Well-positioned for **sustainable** plastics and **recycling** paradigm
- ✓ Differentiated global **M&A platform** providing further **growth/consolidation** opportunities

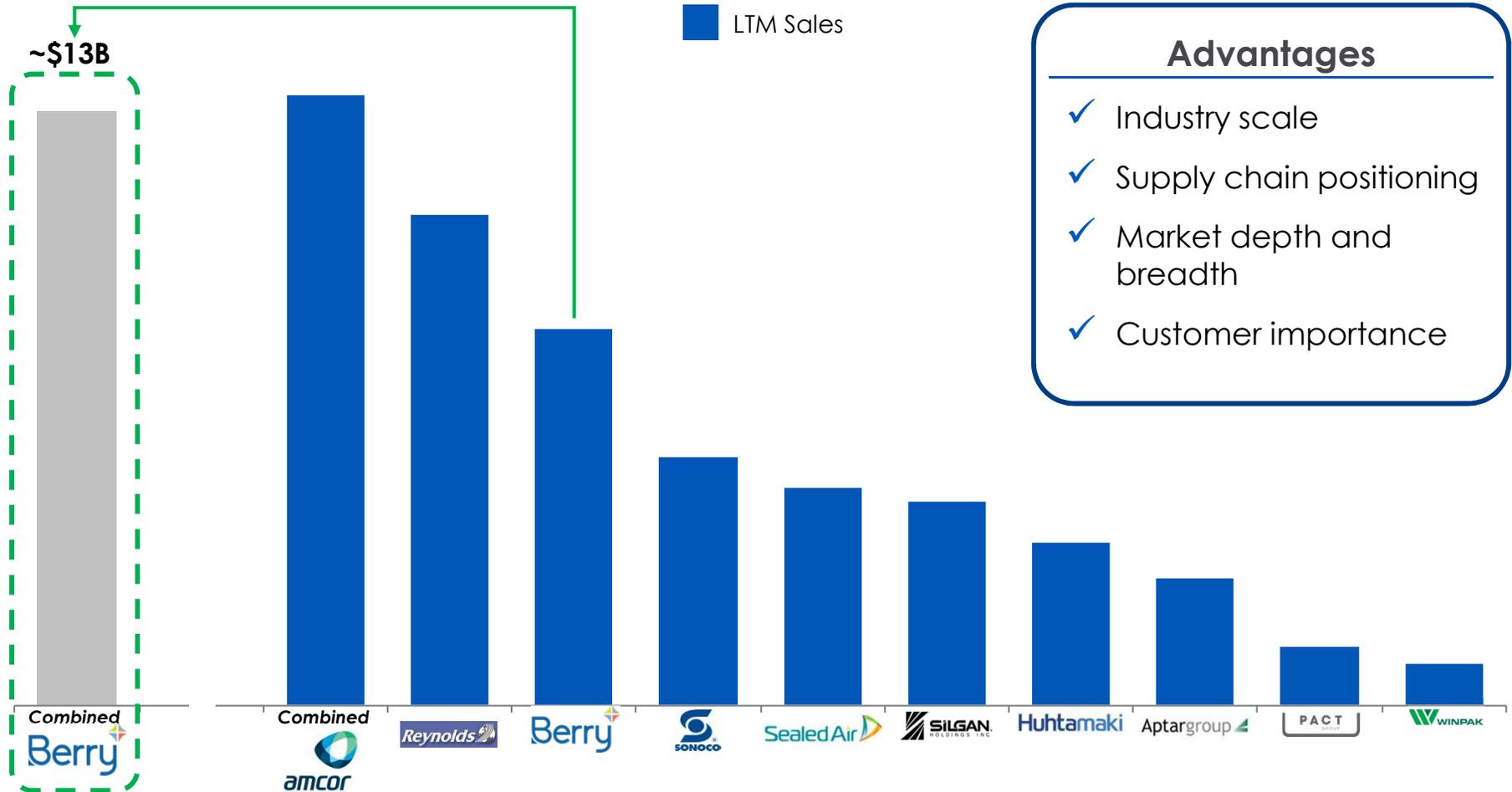
## Attractive Financial Profile

- ✓ Sales and EBITDA increase by **~60%** respectively, inclusive of **\$150 million** of annual cost synergies
- ✓ **Accretive** to earnings and free cash flow

*Establishes One Of The World's Largest, Value-Added Providers Of Plastic Packaging And Recycled Solutions*

# Expands Berry's Significant Scale

## Global Scale



### Advantages

- ✓ Industry scale
- ✓ Supply chain positioning
- ✓ Market depth and breadth
- ✓ Customer importance

## Positions Berry As a Top-Level Global Plastic Packaging Franchise

Note: Amcor combined for pending Bemis acquisition; Berry LTM sales as of 12/31/18; RPC LTM sales as of 9/30/18; USD/GBP of \$; 1.310, USD/AUD of \$0.70; USD/EUR of \$1.12; USD/CAD of \$0.74 at market close on March 7, 2019  
 Source: Company filings



## Acquisition of RPC Clearly Aligns with Berry's Core Competencies

| Advantages  | Berry | RPC |
|---|-------|-----|
| <ul style="list-style-type: none"> <li>Innovative material science, product engineering and development capabilities</li> </ul>         | ✓     | ✓   |
| <ul style="list-style-type: none"> <li>Expertise across multiple converting technologies</li> </ul>                                     | ✓     | ✓   |
| <ul style="list-style-type: none"> <li>Balanced and diversified sales, customers and products</li> </ul>                                | ✓     | ✓   |
| <ul style="list-style-type: none"> <li>Ability to serve both larger, multi-national and smaller, local customers effectively</li> </ul> | ✓     | ✓   |
| <ul style="list-style-type: none"> <li>Unrivaled supply chain scale and relevance</li> </ul>  | ✓     | ✓   |
| <ul style="list-style-type: none"> <li>Industry-leading sustainability focus and solutions</li> </ul>                                   | ✓     | ✓   |
| <ul style="list-style-type: none"> <li>Robust M&amp;A target identification, execution and integration</li> </ul>                       | ✓     | ✓   |

*Expanded Global Platform Enables Berry to Maximize Shareholder Value Creation*

# RPC Acquisition Overview

## Consideration

- All cash consideration to RPC shareholders of £7.93 per share
- Transaction purchase price of \$6.5 B<sup>1</sup>
- Fully committed debt financing package in place

## Purchase Multiple

- Pre Synergy: 8.5x<sup>2</sup> (LTM 9/30/18)
- Post Synergy: 7.1x<sup>3</sup> (LTM 9/30/18)

## Synergies

- Target \$150 million of annual cost synergies.
- Approximately 50% from procurement, 30% from general and administrative and 20% from operational improvements

## Timing

- Expected to close early in Q3 of calendar year 2019
- Subject to customary regulatory, shareholder, and court approvals

<sup>1</sup> Includes equity of \$4.4 billion, transaction expenses of \$0.3 billion and assumed average net debt \$1.8 billion as per RPC Scheme Document published February 19, 2019

<sup>2</sup> Multiple calculated as transaction purchase price/adjusted EBITDA. For adjusted EBITDA see page 40 of RPC's Interim Results made public on 11/28/18.

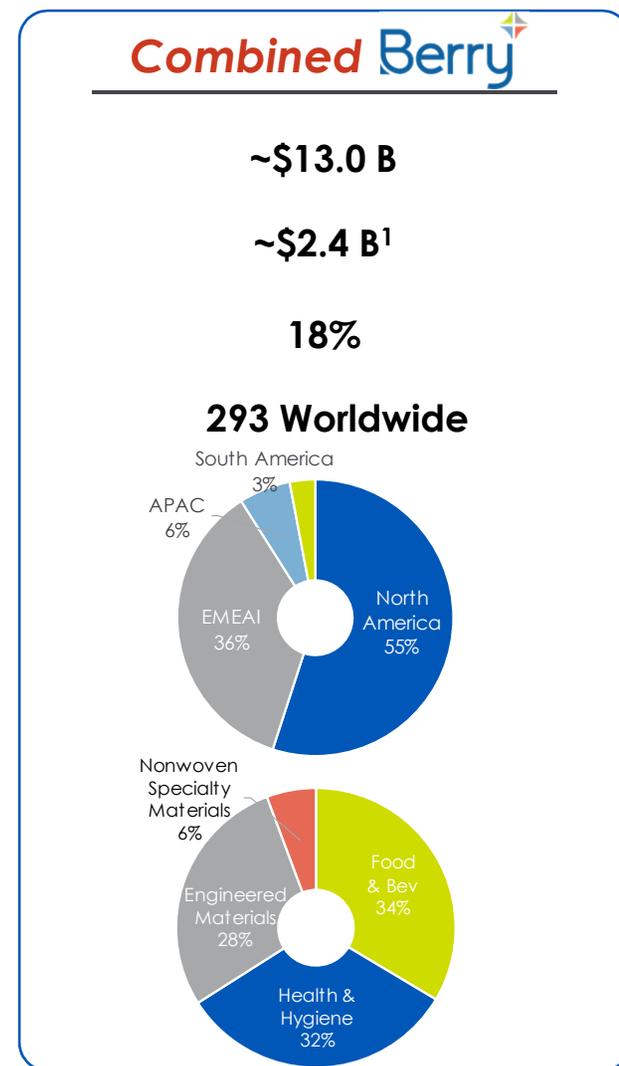
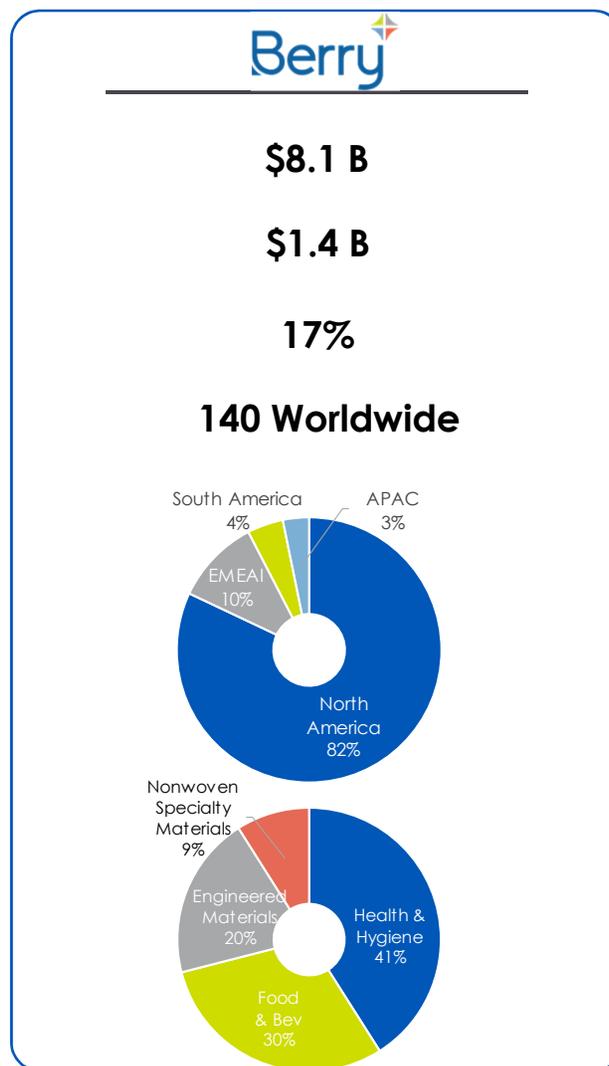
<sup>3</sup> Multiple calculated as transaction purchase price/adjusted EBITDA plus expected \$150 million of annual cost synergies  
Note: Assumes USD/GBP of \$1.310 at market close on March 7, 2019

# Enhanced and Balanced Combined Franchise

- Metrics**
- Net Sales
  - Adj. EBITDA
  - Adj. EBITDA Margin
  - Facilities

**Net Sales by Geography**

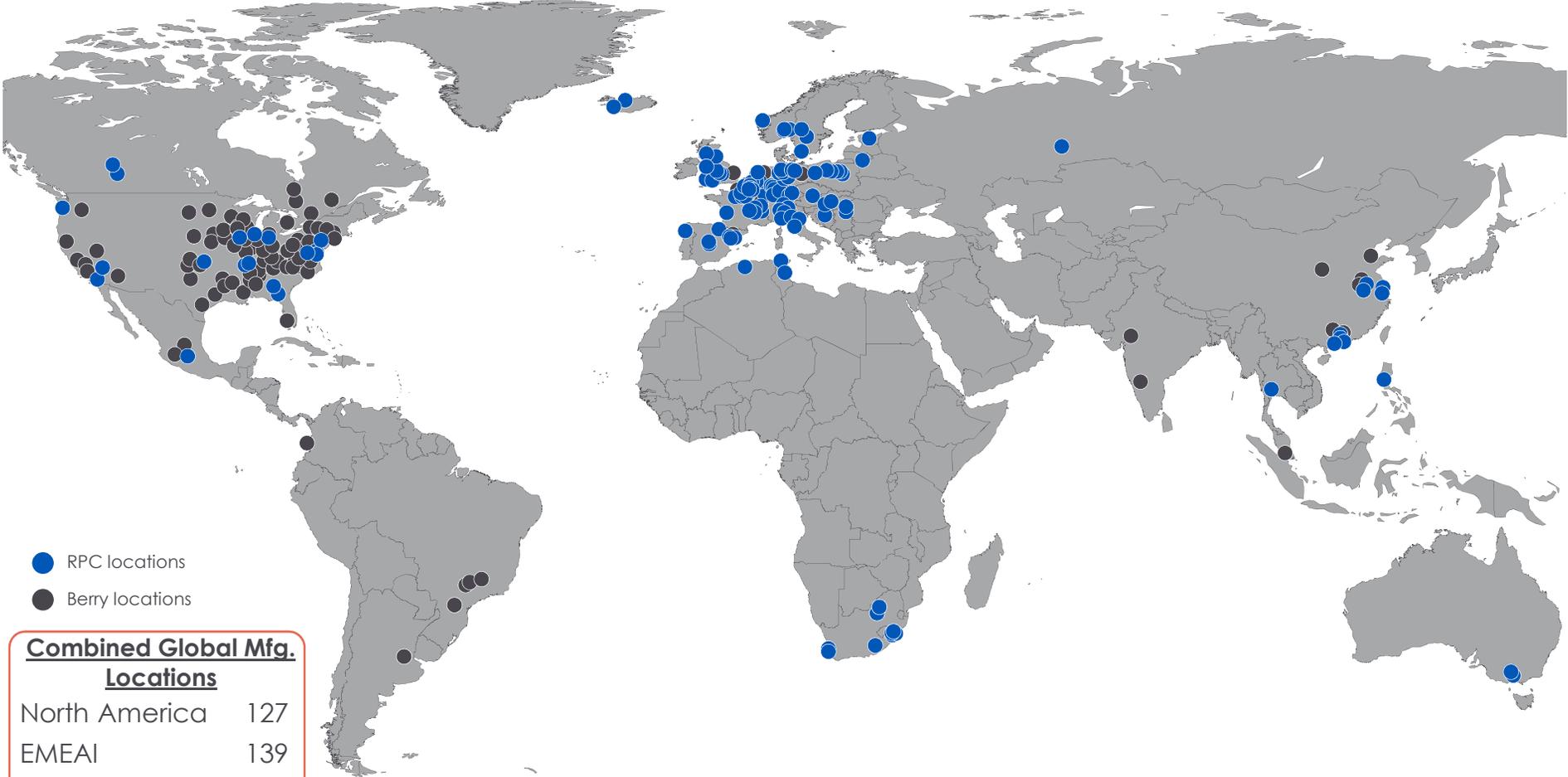
**Net Sales by End Market**



<sup>1</sup> Includes adjustment to include full-year impact of Clopay and Laddawn acquisitions along with expected annual cost synergies – see appendix for further details  
 Note: Berry financial metrics LTM as of 12/31/18; RPC financial metrics and sales mix by end market as of LTM 9/30/18; Assumes RPC's ROW sales included in APAC for combination purposes; Combined Berry assumes USD/GBP of \$1.310 at market close on March 7, 2019



# Global Presence and Scale in Key Regions



*Greater Scale And Reach To Better Serve Customers In Every Region*



# Enhanced Ability to Serve Customers

Large Multi-National Blue-Chip Customer Base Supported By Thousands Of Smaller, Local Customers



## Common Approaches

- ✓ Global reach, quality and service
- ✓ Long-term relationships
- ✓ Disciplined cost management
- ✓ Differentiated standardization and customization capabilities
- ✓ Premium, low-cost and sustainable solutions
- ✓ Local, in-market presence
- ✓ Deep product breadth and selection



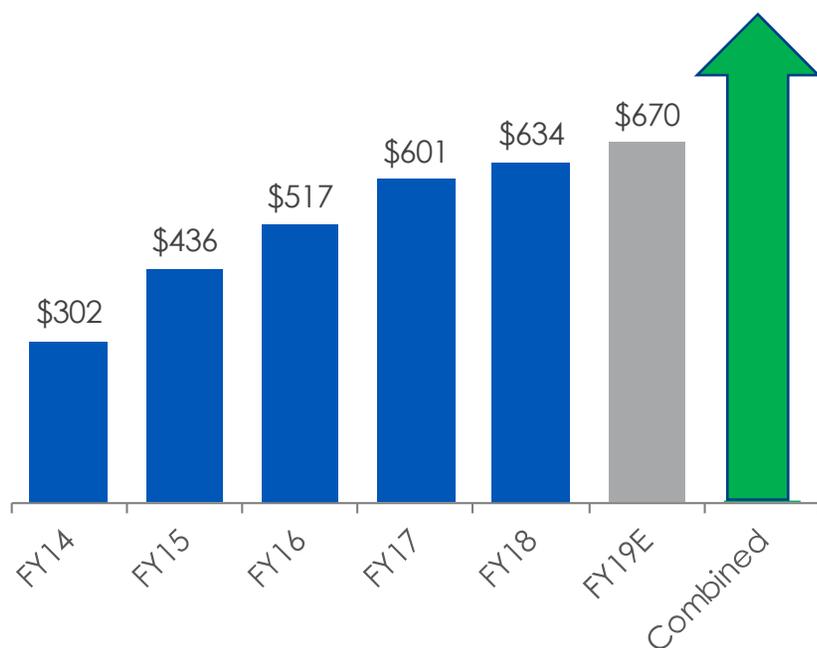
Significant Capabilities And Solutions Serving An Attractive Global Customer Base



# Enhanced FCF Generation and De-levering Profile

## Strong and Consistent Free Cash Flow

- **Exceeded** free cash flow guidance every year since IPO



Nearly **\$3.0 Billion** of Cumulative Free Cash Flow since IPO

## Ability to Rapidly De-lever Post Acquisition

### Case Study



### Projected



Demonstrated Track Record of Quickly De-levering to Desired Range, Following Transformative Acquisitions

Note: Estimated pro forma leverage equals Berry 12/31/18 net debt plus new debt raised divided by the total of Berry LTM 12/31/18 EBITDA, RPC LTM EBITDA as of 9/30/18 and \$150 million of annual cost synergies. Dollar amounts in millions; FY represents LTM 9/30 metrics; USD/GBP of \$1.310 at market close on March 7, 2019; FCF = Free cash flow



# Concluding Acquisition Assessment

- ✓ Significantly enhanced platform to serve **global and emerging customers**
- ✓ Significant **scale and relevance** in the supply chain
- ✓ Strongly **aligned** with Berry's existing **capabilities** and core strengths
- ✓ Improved, strong, and stable **free cash flow** generation
- ✓ Compelling **synergy** opportunity

# Appendix: Supplemental Data

*Note: Adjusted EBITDA and adjusted free cash flow should not be considered in isolation or construed as an alternative to our net income (loss) or other measures as determined in accordance with GAAP. In addition, other companies in our industry or across different industries may calculate adjusted EBITDA and adjusted free cash flow and the related definitions differently than we do, limiting the usefulness of our calculation of adjusted EBITDA and adjusted free cash flow as comparative measures. EBIT, operating EBITDA, adjusted EBITDA, and adjusted free cash flow are among the indicators used by the Company's management to measure the performance of the Company's operations and thus the Company's management believes such information may be useful to investors. Such measures are also among the criteria upon which performance-based compensation may be based*

# Berry Financial Measures

|                                     | <b>FY 2014</b> | <b>FY 2015</b> | <b>FY 2016</b> | <b>FY 2017</b> | <b>FY 2018</b> | <b>Berry<br/>Guidance<br/>FY 2019</b> |
|-------------------------------------|----------------|----------------|----------------|----------------|----------------|---------------------------------------|
| Cash flow from operations           | \$ 530         | \$ 637         | \$ 857         | \$ 975         | \$ 1,004       | \$ 1,036                              |
| Capital expenditures, net           | (196)          | (162)          | (283)          | (263)          | (333)          | (350)                                 |
| Payment of tax receivable agreement | (32)           | (39)           | (57)           | (111)          | (37)           | (16)                                  |
| <b>Adjusted free cash flow</b>      | <b>\$ 302</b>  | <b>\$ 436</b>  | <b>\$ 517</b>  | <b>\$ 601</b>  | <b>\$ 634</b>  | <b>\$ 670</b>                         |

# Berry Non-GAAP Adjusted EBITDA Reconciliation



Last Twelve  
Months Ended

Dec 29, 2018

|   |                |
|---|----------------|
| <b>Consolidated net income</b>                    | <b>\$421</b>   |
| Add: other expense (income), net                  | 16             |
| Add: interest expense, net                        | 261            |
| Add: income tax expense (benefit)                 | 76             |
| <b>Operating income</b>                           | <b>\$774</b>   |
| Add: non-cash amortization from 2006 private sale | 28             |
| Add: restructuring and impairment                 | 36             |
| Add: other non-cash charges <sup>(1)</sup>        | 27             |
| Add: business optimization costs <sup>(2)</sup>   | 17             |
| <b>Adjusted operating income <sup>(6)</sup></b>   | <b>\$882</b>   |
| Add: depreciation                                 | 389            |
| Add: amortization of intangibles <sup>(3)</sup>   | 130            |
| <b>Operating EBITDA <sup>(6)</sup></b>            | <b>\$1,401</b> |
| Add: acquisitions <sup>(4)</sup>                  | 20             |
| Add: unrealized cost savings <sup>(5)</sup>       | 18             |
| <b>Adjusted EBITDA <sup>(6)</sup></b>             | <b>\$1,439</b> |



## Non-GAAP Reconciliation (continued)

- (1) Other non-cash charges for the last twelve months ended December 2018 primarily includes \$23 million of stock compensation expense, a \$3 million inventory step up charge related to acquisitions and other non-cash charges.
- (2) Includes integration expenses and other business optimization costs.
- (3) Amortization excludes non-cash amortization from the 2006 private sale of \$28 million for LTM period ended December 2018.
- (4) Represents Operating EBITDA for the Clopay acquisition for the period of December 31, 2017-February 6, 2018 and the Laddawn Inc. acquisition for the period of December 31, 2017-August 24, 2018.
- (5) Primarily represents unrealized cost savings related to acquisitions.
- (6) Supplemental financial measures that are not required by, or presented in accordance with, accounting principles generally accepted in the United States ("GAAP"). These non-GAAP financial measures should not be considered as alternatives to operating or net income or cash flows from operating activities, in each case determined in accordance with GAAP. Organic sales growth excludes the impact of currency translation effects and acquisitions. These non-GAAP financial measures may be calculated differently by other companies, including other companies in our industry, limiting their usefulness as comparative measures. Berry's management believes that Adjusted net income and other non-GAAP financial measures are useful to our investors because they allow for a better period-over-period comparison of operating results by removing the impact of items that, in managements view, do not reflect our core operating performance.

Management believes that organic sales growth provides investors and analysts with useful supplemental information regarding the Company's underlying sales trends by presenting sales growth excluding the external factor of foreign exchange, as well as, the impact of acquisitions and divestitures.

We define "adjusted free cash flow" as cash flow from operating activities less additions to property, plant, and equipment and payments under the tax receivable agreement. We believe adjusted free cash flow is useful to an investor in evaluating our liquidity because adjusted free cash flow and similar measures are widely used by investors, securities analysts, and other interested parties in our industry to measure a company's liquidity. We also believe adjusted cash flow is useful to an investor in evaluating our liquidity as it can assist in assessing a company's ability to fund its growth through its generation of cash.

Adjusted EBITDA is used by our lenders for debt covenant compliance purposes. We also use Adjusted EBITDA and Operating EBITDA among other measures to evaluate management performance and in determining performance-based compensation. Adjusted EBITDA and Operating EBITDA and similar measures are widely used by investors, securities analysts, and other interested parties in our industry to measure a company's performance. We also believe EBITDA and adjusted net income are useful to an investor in evaluating our performance without regard to revenue and expense recognition, which can vary depending upon accounting methods.

**Dustin M. Stilwell**

Director, Head of Investor Relations



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