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4Q20 Investor Presentation

Results through December 31, 2020

February 25, 2021



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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).

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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 our net (loss) income from continuing operations calculated in accordance with GAAP, plus the sum of income tax (benefit) 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, are included on slide 25 to this presentation. A reconciliation of Free Cash Flow is also included on slide 25 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 "2021 Outlook" and "Key Takeaways" 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.

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Today's Presenters



John McGrath
CEO



Mike Ragen
CFO & COO

Agenda

- 1 Key Takeaways & Q4 / FY 2020 Highlights
- 2 Business Update
- 3 Q4 and Full Year 2020 Financial Performance
- 4 2021 Outlook
- 5 Conclusion / Q&A

Key Takeaways & Q4 / FY 2020 Highlights



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Key Takeaways

As mobility increases, we are the packaging company best positioned to benefit

- Successfully completed IPO and debt refinancing transactions
- 2020 Adjusted EBITDA⁽¹⁾ 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 Adjusted EBITDA of \$700mn - \$715mn⁽²⁾
 - COVID-19 continues to impact the business, primarily in the first half of 2021
 - Expecting Q1 Adjusted EBITDA of \$110mn - \$120mn⁽²⁾ – COVID-19 impacts and mill outage timing

(1) Adjusted EBITDA and free cash flow are non-GAAP financial measures. See slide 25 for a reconciliation to the most comparable GAAP measure.

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

2020 Q4 Highlights

- Net revenue of \$1,175 million
 - Down 10% v 4Q19 due to COVID-19 impacts and lower pricing due to raw material cost pass throughs
- Net Income from Continuing Operations of \$18 million
 - EPS from continuing operations \$0.10
- Adjusted EBITDA of \$170 million⁽¹⁾
 - Down slightly from 4Q19 due to commercial and operational COVID-19 impacts
- Free Cash Flow⁽¹⁾ declined v prior year due to higher capex
- Our SIP is on track and delivered \$20 million of Adjusted EBITDA⁽¹⁾ benefit in Q4

\$1,175 million
of Net Revenue

\$170 million
of Adjusted EBITDA⁽¹⁾

\$82 million
of Free Cash Flow⁽¹⁾

(1) Adjusted EBITDA and free cash flow are non-GAAP financial measures. See slide 25 for a reconciliation to the most comparable GAAP measure.

2020 Full Year Highlights

- Net revenue of \$4,689 million
 - Down 10% v FY19 due to COVID-19 impacts and lower pricing due to raw material cost pass throughs
- Net Loss from Continuing Operations of \$10 million
 - EPS from continuing operations \$(0.08)
- Adjusted EBITDA⁽¹⁾ of \$615 million
 - Down from FY19 due to COVID-19 volume and cost impact, lower production volume, mill outages and lower corporate costs
- Free Cash Flow⁽¹⁾ declined v prior year due to lower Adjusted EBITDA⁽¹⁾
- Our SIP is on track and delivered \$65 million of Adjusted EBITDA⁽¹⁾ benefit in 2020

\$4,689 million
of Net Revenue

\$615 million
of Adjusted EBITDA⁽¹⁾

\$333 million
of Free Cash Flow⁽¹⁾

(1) Adjusted EBITDA and free cash flow are non-GAAP financial measures. See slide 25 for a reconciliation to the most comparable GAAP measure.

Business Update



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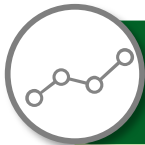


Adjusted EBITDA Growth Drivers



Post-COVID Rebound

Recovery in demand as in-person dining and morning commutes resume and non-commercial segments re-open (e.g. school, travel & leisure), along with a decrease in overall cost as COVID-related costs (e.g. PPE, cleaning, etc.) subside



Secular Tailwinds

Benefit from secular trends including increased e-Commerce food delivery and QSR growth



Sustainability

Product portfolio that allows customers to meet their sustainability goals



New Product / Material Development

Leverage manufacturing and design capabilities to create innovative new products



Cost Initiatives

Continued focus on operational and cost improvements

Key Focus Areas for Innovation

Industry trends

Demand recovery as COVID environment normalizes

Increased use of e-Commerce food delivery services

Growth in “on-the-go” restaurants, including QSRs

Desire for food safety and tamper-evident packaging

Increased importance of new product and material development

Greater demand of eco-friendly and sustainable products

New Product Case study:



- 94 new EarthChoice products to launch through the end of Q1 2021
- Products made from 6 different sustainable substrate materials
- Sustainability-oriented product portfolio aligns with today’s customer preferences for alternative materials



Driving Toward ESG Excellence

Goals

Results



PROTECT OUR PLANET'S RESOURCES

Reduce emissions and energy use

Protect the sustainability of our forests

Minimize water use

Decrease waste going to landfill

Decreased Scope 1 and 2 greenhouse gas emissions by 10% between 2015 and 2019

Received the American Forest & Paper Association's 2020 Sustainable Forest Management Award



DELIVER SUSTAINABLE PRODUCTS TO CONSUMERS

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

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

Design innovative materials and products

Launching 94 new sustainable products, projecting \$42mn revenue in 2021



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

Injury rates are 3X better than industry benchmarks



PROMOTE EFFECTIVE GOVERNANCE

Independent, diverse 7 member board

A culture of integrity and ethics

Ethical business standards

4 independent board members, including chairman

2 women board members

Learn more about our ESG initiatives in our Sustainability Report and our 2021 ESG Update

2021 Improvement Initiatives

1. Complete SIP in 2021

2. Beverage Merchandising Comprehensive Operational Review

- a. Operational improvement program
- b. Product portfolio optimization
- c. Beverage Merchandising Commercial Integration Program

3. Next Generation PTVE Waste Elimination Program

- a. Integrate and optimize legacy Pactiv, Evergreen and Corporate operating models and organization
- b. Next phase supply chain optimization
- c. Full direct and indirect spend review/reduction

4. Other strategic operating and cost initiatives

- a. Total labor management program
- b. Effective pricing initiatives
- c. Reduced changeover times
- d. Ongoing inflation offset program

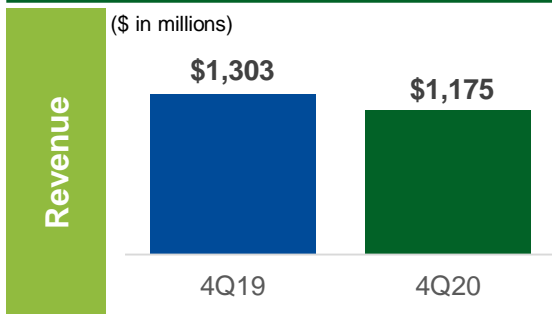
Q4 and Full Year 2020 Financial Performance



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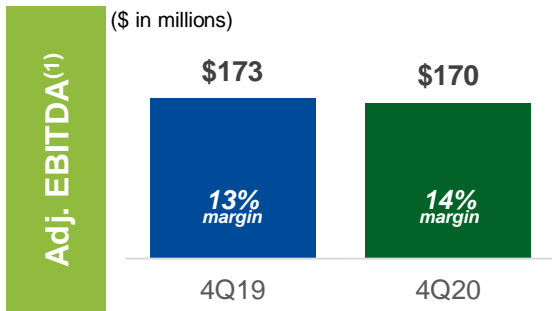


4Q20 Financial Performance



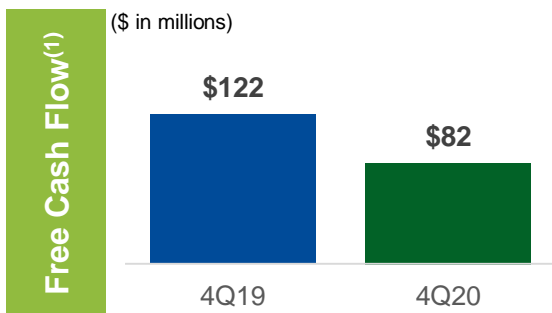
- **Q4 2020 revenue down 10% year-over-year:**

- Lower sales volume driven by COVID-19 impacts
- Lower pricing as lower raw material costs passed through to customers



- **Q4 2020 Adj. EBITDA⁽¹⁾ down 2% year-over-year:**

- Lower volume, pricing and manufacturing
- Offset by favorable raw material costs and employee costs



- **Decrease driven by higher capital spend due to timing of projects**

Despite strong headwinds from COVID-19 – Q4 2020 Adj. EBITDA⁽¹⁾ near Q4 2019

(1) Adjusted EBITDA and free cash flow are non-GAAP financial measures. See slide 25 for a reconciliation to the most comparable GAAP measure.

Pactiv Evergreen Quarterly Highlights – By Segment

(\$ in millions)	Foodservice		
	Q4 2020	Q4 2019	YoY %
Net Revenue	\$460	\$530	(13%)
Adjusted EBITDA	\$71	\$74	(4%)

- **Foodservice revenue is down 13%**
 - Lower sales volume (12%) due to COVID-19
 - Lower pricing primarily due to lower material costs passed through to customers
- **Adj. EBITDA down 4% (\$3mn)**
 - Lower sales volume offset by lower raw material costs
 - Margin % improved from 14% to 15%

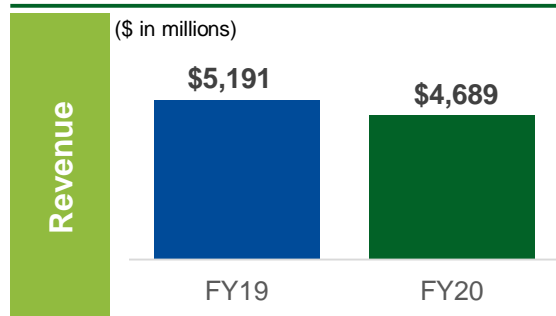
(\$ in millions)	Food Merchandising		
	Q4 2020	Q4 2019	YoY %
Net Revenue	\$350	\$351	(-%)
Adjusted EBITDA	\$66	\$62	6%

- **Food Merchandising revenue flat**
 - Favorable volume
 - Offset by lower pricing due to raw material costs passed through to customers and unfavorable mix
- **Adj. EBITDA up 6% +\$4mn**
 - Favorable material costs
 - Margin % improved from 18% to 19%

(\$ in millions)	Beverage Merchandising		
	Q4 2020	Q4 2019	YoY %
Net Revenue	\$363	\$418	(13%)
Adjusted EBITDA	\$36	\$54	(33%)

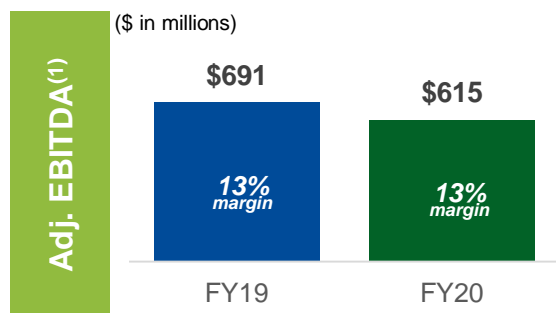
- **Beverage Merchandising revenue down 13%**
 - Primarily due to lower sales volume and price due to COVID-19
- **Adj. EBITDA down 33% (\$18mn)**
 - Lower sales and increased manufacturing costs, partially offset by lower raw material costs
 - Margin % declined from 13% to 10%

Full Year 2020 Financial Performance



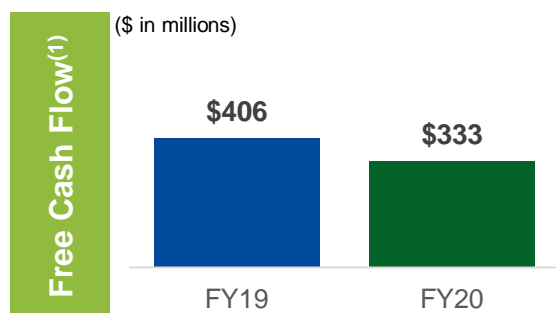
- **FY 2020 revenue down 10% year-over-year:**

- 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⁽¹⁾ 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⁽¹⁾**

Strong recovery from COVID-19 – 2H 2020 Adj. EBITDA⁽¹⁾ near 2H 2019

(1) Adjusted EBITDA and free cash flow are non-GAAP financial measures. See slide 25 for a reconciliation to the most comparable GAAP measure.

Pactiv Evergreen Annual 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 24% or (\$48mn)**
 - Higher manufacturing costs, partially offset by lower raw material costs
 - Margin % declined from 12% to 10%

COVID-19 Impact by Segment

(\$ in millions) (estimated)	Pactiv Evergreen		Foodservice		Food Merchandising		Beverage Merchandising	
	Q4 2020	FY 2020	Q4 2020	FY 2020	Q4 2020	FY 2020	Q4 2020	FY 2020
Revenue Impact	(\$112)	(\$400)	(\$77)	(\$274)	(\$2)	(\$18)	(\$33)	(\$108)
Adj. EBITDA⁽¹⁾ Impact	(\$38)	(\$178)	(\$25)	(\$104)	(\$3)	(\$12)	(\$10)	(\$62)
Commentary			<ul style="list-style-type: none"> Decreased volumes resulting from COVID-19 shelter-in-place Increased cost to safely operate facilities Impact on both commercial and non-commercial customers 		<ul style="list-style-type: none"> Increased cost to safely operate facilities 		<ul style="list-style-type: none"> Decreased volumes and lower pricing resulting from COVID-19 shelter-in-place Planned mill outage impacted by COVID-19 Employee pay support, increased cleaning costs and other safety expenses to protect employees 	

\$178mn Total COVID impact	-	\$102mn Mitigation efforts (SIP, SG&A / Procurement savings, etc.)	=	\$76mn YOY Adj. EBITDA impact
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Cost saving initiatives reduced impact of COVID and will help position Pactiv Evergreen to capture future benefit as the COVID environment normalizes

(1) Adjusted EBITDA is a non-GAAP financial measure. See slide 25 for a reconciliation to the most comparable GAAP measure.

Strategic Investment Program

Categories	Benefit as of 12/31/19	Benefit achieved through 12/31/20	Total targeted payback	Capex spend through 12/31/20	Total Program
	(\$ in millions)	(\$ in millions)		(\$ in millions)	Capex (\$ in millions)
Business growth (including 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		
Total	\$56	\$121	~2.0 to ~2.5 years	\$484	\$661

2021 Outlook



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2021 Outlook

The ultimate impact of the COVID-19 pandemic to PTVE remains uncertain. All guidance assumes a second half recovery in Foodservice and Beverage Merchandising revenues

FY 2021 Adj. EBITDA:

\$700 – \$715 million⁽¹⁾

Q1 2021 Adj. EBITDA:

\$110 – \$120 million⁽¹⁾

Continued focus areas

- Revenue recovery in Foodservice and Beverage Merchandising
- Recovery of raw material commodity prices
- SIP and other strategic initiatives
- Mill operations improvement

We are assessing the impact of the following events at this time:

- Ongoing effect of COVID-19
- Deep freeze in U.S. South

(1) Prior to one-time impact from deep freeze in U.S. South.

Conclusion & Q&A



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Appendix



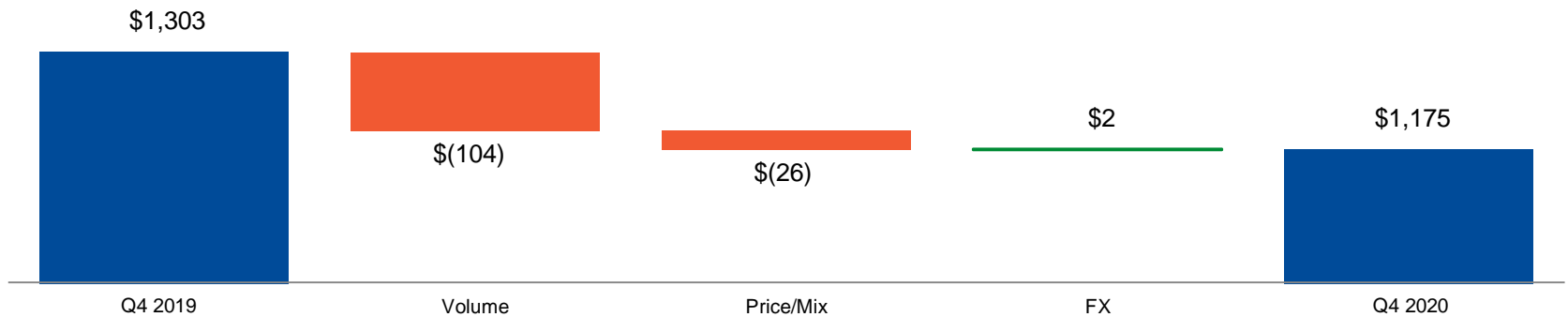
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Q4 Revenue & Adjusted EBITDA⁽¹⁾ Bridge

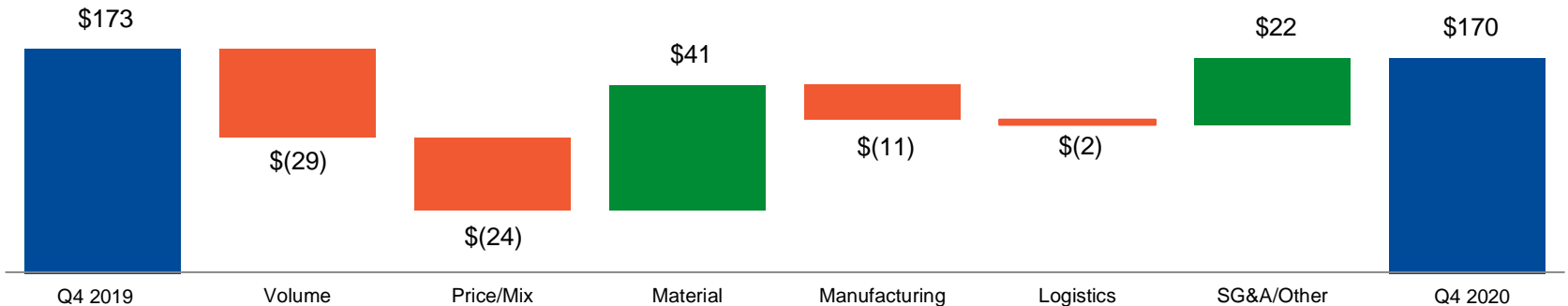
Revenue

(\$ in millions)



Adjusted EBITDA⁽¹⁾

(\$ in millions)

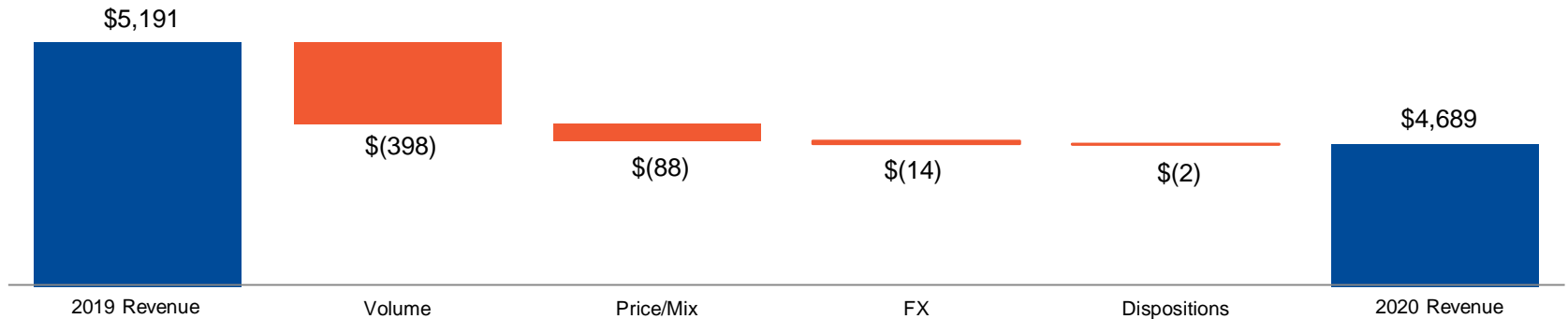


(1) Adjusted EBITDA is a non-GAAP financial measure. See slide 25 for a reconciliation to the most comparable GAAP measure.

FY2020 Revenue & Adjusted EBITDA⁽¹⁾ Bridge

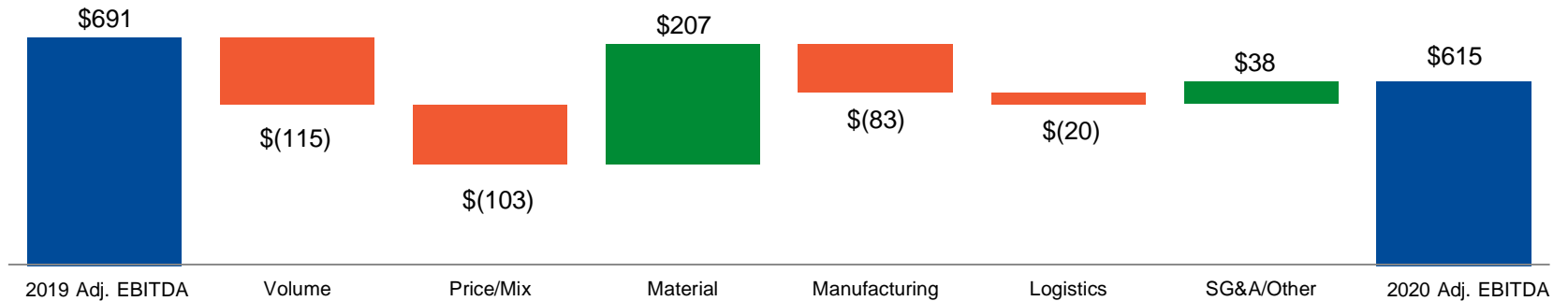
Revenue

(\$ in millions)



Adjusted EBITDA⁽¹⁾

(\$ in millions)



(1) Adjusted EBITDA is a non-GAAP financial measure. See slide 25 for a reconciliation to the most comparable GAAP measure.

Condensed Consolidated Statements of Income (Loss)

(\$ in millions)

	For the three months ended December 31,		For the twelve months ended December 31,	
	2020	2019	2020	2019
Net Sales	\$ 1,175	\$ 1,303	\$ 4,689	\$ 5,191
Costs 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)
Income (loss) from continuing operations before tax	1	(72)	(122)	(156)
Income tax benefit (expense)	17	(68)	112	(84)
Income (loss) from continuing operations	18	(140)	(10)	(240)
Income (loss) from discontinued operations, net of income taxes	219	60	(15)	330
Net income (loss)	237	(80)	(25)	90
(Income) loss attributable to non-controlling interests	(1)	2	(2)	1
Net (loss) income attributable to Pactiv Evergreen Inc. common stockholders	\$ 236	\$ (78)	\$ (27)	\$ 91
Net income (loss) per share from continuing operations:				
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
Income (loss) from continuing operations	\$18	(\$140)	(\$10)	(\$240)
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 businesses 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
Adjusted EBITDA	170	173	615	691
Capital expenditures from continuing operations	(88)	(51)	(282)	(285)
Free Cash Flow	82	122	333	406

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