



Fiscal 2021 – 3rd Quarter Results

Earnings Conference Call Supplement

Thomas Salmon
Chairman and CEO

Mark Miles
CFO

Thursday, August 5, 2021

'Always Advancing to Protect What's Important'



Safe Harbor Statements and Important Information



Forward-Looking Statements

Statements in this presentation that are not historical, including statements relating to the expected future performance of the Company, are considered “forward looking” within the meaning of the federal securities laws and are presented pursuant to the safe harbor provisions of the Private Securities Litigation Reform Act of 1995. You can identify forward-looking statements because they contain words such as “believes,” “expects,” “may,” “will,” “should,” “would,” “could,” “seeks,” “approximately,” “intends,” “plans,” “estimates,” “projects,” “outlook,” “anticipates” or “looking forward,” or similar expressions that relate to our strategy, plans, intentions, or expectations. All statements we make relating to our estimated and projected earnings, margins, costs, expenditures, cash flows, growth rates, and financial results or to our expectations regarding future industry trends are forward-looking statements. In addition, we, through our senior management, from time to time make forward-looking public statements concerning our expected future operations and performance and other developments. These forward-looking statements are subject to risks and uncertainties that may change at any time, and, therefore, our actual results may differ materially from those that we expected. We derive many of our forward-looking statements from our operating budgets and forecasts, which are based upon many detailed assumptions. While we believe that our assumptions are reasonable, we caution that it is very difficult to predict the impact of known factors, and it is impossible for us to anticipate all factors that could affect our actual results.

Important factors that could cause actual results to differ materially from our expectations, which we refer to as cautionary statements, are disclosed under “Risk Factors” and elsewhere in our Annual Report on Form 10-K and subsequent filings with the Securities and Exchange Commission, including, without limitation, in conjunction with the forward-looking statements included in this presentation. All forward-looking information and subsequent written and oral forward-looking statements attributable to us, or to persons acting on our behalf, are expressly qualified in their entirety by the cautionary statements. Some of the factors that we believe could affect our results include: (1) risks associated with our substantial indebtedness and debt service; (2) changes in prices and availability of resin and other raw materials and our ability to pass on changes in raw material prices to our customers on a timely basis; (3) risks related to acquisitions or divestitures and integration of acquired businesses and their operations, and realization of anticipated cost savings and synergies; (4) risks related to international business, including as a result of the RPC transaction, including foreign currency exchange rate risk and the risks of compliance with applicable export controls, sanctions, anti-corruption laws and regulations; (5) uncertainty regarding the United Kingdom’s withdrawal from the European Union and the outcome of future arrangements between the United Kingdom and the European Union; (6) reliance on unpatented proprietary know-how and trade secrets; (7) the phase-out of the London Interbank Offered Rate (LIBOR), or the replacement of LIBOR with a different reference rate or modification of the method used to calculate LIBOR, which may adversely affect interest rates; (8) increases in the cost of compliance with laws and regulations, including environmental, safety, anti-plastic legislation, production and product laws and regulations; (9) employee shutdowns or strikes or the failure to renew effective bargaining agreements; (10) risks related to disruptions in the overall economy and the financial markets that may adversely impact our business, including as a result of the COVID-19 pandemic; (11) risk of catastrophic loss of one of our key manufacturing facilities, natural disasters, and other unplanned business interruptions; (12) risks related to the failure of, inadequacy of, or attacks on our information technology systems and infrastructure; (13) risks related to market acceptance of our developing technologies and products; (14) general business and economic conditions, particularly an economic downturn; (15) risks that our restructuring programs may entail greater implementation costs or result in lower cost savings than anticipated; (16) ability of our insurance to fully cover potential exposures; (17) risks related to future write-offs of substantial goodwill; (18) risks of competition, including foreign competition, in our existing and future markets; (19) new legislation or new regulations and the Company’s corresponding interpretations of either may affect our business and consolidated financial condition and results of operations; (20) risks related to the impact of travel and safety restrictions related to the COVID-19 pandemic, including on our internal controls over financial reporting and the ongoing process of implementing standardized internal control procedures within the recently acquired RPC business; and (21) the other factors discussed in the section titled “Risk Factors” in our Annual Report on Form 10-K and subsequent filings with the Securities and Exchange Commission. We caution you that the foregoing list of important factors may not contain all of the material factors that are important to you. In addition, in light of these risks and uncertainties, the matters referred to in the forward-looking statements contained in this presentation may not in fact occur. Accordingly, readers should not place undue reliance on those statements. All forward-looking statements are based upon information available to us on the date of this presentation. All forward-looking statements are made only as of the date of this presentation and we undertake no obligation to publicly update or revise any forward-looking statement as a result of new information, future events or otherwise, except as otherwise required by law.

This presentation should be read together with “Management’s Discussion and Analysis of Financial Condition and Results of Operations” and the consolidated financial statements and the related notes thereto included in our public filings.

Non-GAAP Financial Measures

This presentation includes certain non-GAAP financial measures such as operating EBITDA, adjusted EBITDA, adjusted net income, free cash flow, and supplemental unaudited financial information intended to supplement, not substitute for, comparable measures under generally accepted accounting principles (GAAP). Information reconciling forward-looking operating EBITDA is not provided because such information is not available without unreasonable effort due to the high variability, complexity, and low visibility with respect to certain items, including debt refinancing activity or other non-comparable items. These items are uncertain, depend on various factors, and could be material to our results computed in accordance with U.S. GAAP. Our estimates of the impact of COVID-19 are based on product mix and prior internal sales estimates compared to actual sales. Investors are urged to consider carefully the comparable GAAP measures and the reconciliations to those measures provided in our earnings release, presentations, and SEC filings. For further information about our non-GAAP measures, please see our earnings release, SEC filings and supplemental data at the end of this presentation.

Website Information

We often post important information for investors on our website, 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.

LTM Information

LTM information presented herein is 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 at a Glance

- HQ in Evansville, Indiana
- NYSE ('BERY')
- FY'20 revenue of ~\$12B & Adj. EBITDA of \$2.2B
- >300 locations, ~47,000 employees, in 39 countries
- >70% of our portfolio are consumer oriented products
- Diversified portfolio with global scale



A Global Industry Leader



Strong & consistent growth



Stable end markets with favorable long-term dynamics



Sustainability Leader

Four Operating Segments

Product samples

CONSUMER PACKAGING

International

(32% of revenue)



CONSUMER PACKAGING

North America

(22% of revenue)



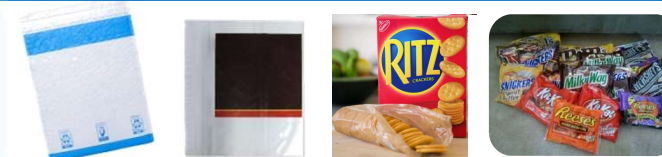
HEALTH, HYGIENE & SPECIALTIES

(22% of revenue)



ENGINEERED MATERIALS

(24% of revenue)



Key takeaways for today

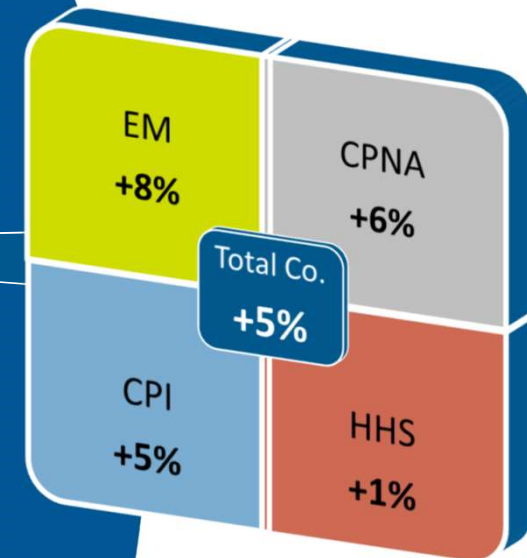
1. Strong third quarter results

- Continued focus on driving organic volume growth; qtr. organic growth of **+5%**
- All four segments delivered organic volume growth

2. Net debt to Adj. EBITDA now at 3.9x; continued focus on leverage reduction

3. Increasing full year operating EBITDA guidance to \$2.26B

Reaffirming full year organic volume growth of 5%; LSD expected in Sept. 21 qtr.



Continued Focus on Driving Organic Growth and Improving the Balance Sheet



Environmental, Social & Governance



- Announced Science-Based targets to reduce greenhouse gas (GHG) emissions
- Working toward 100% of our fast-moving consumer packaging to be reusable, recyclable, or compostable by 2025



- Signed virtual solar power purchase agreement (VPPA) for 50MW in Spain
- Implemented a restricted substances list to demonstrate our commitment to consumer safety

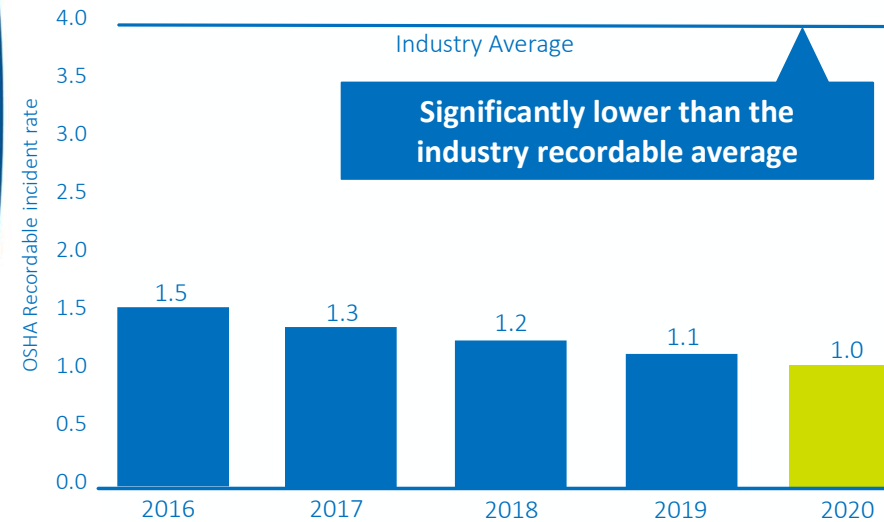


- Committed to ensuring that each Berry team member has the opportunities to continually grow their skills and career

Safety

“Safety doesn’t happen by accident”

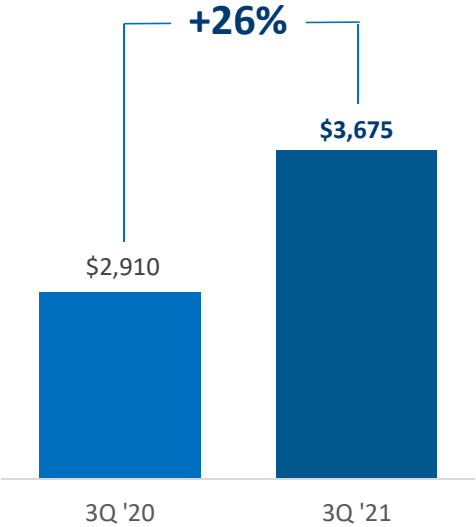
Never Ending Commitment to Identifying, Managing, and Eliminating Risk



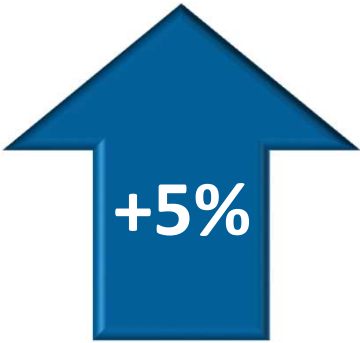
➤ Our **#1 priority** and **core value** is the health and safety of our people

Strong Fiscal Q3 Results

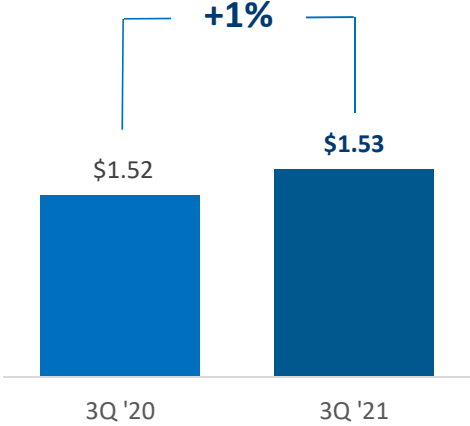
Robust global organic growth pipeline momentum



Revenue



Org. Growth
6th consecutive qtr. of organic volume growth

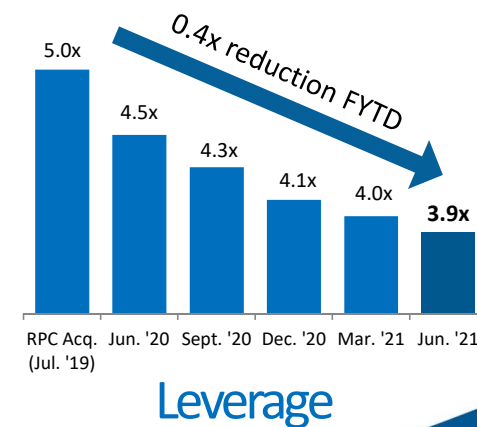
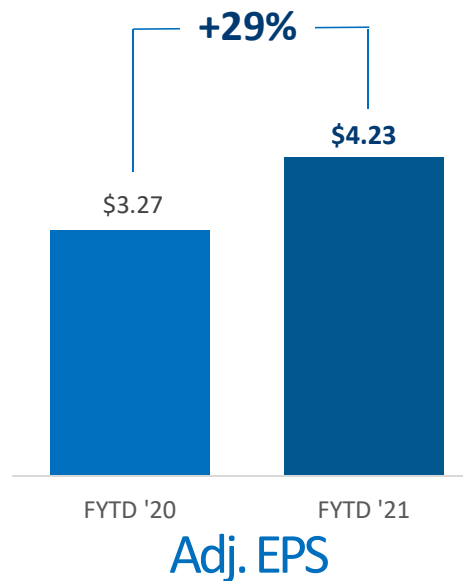
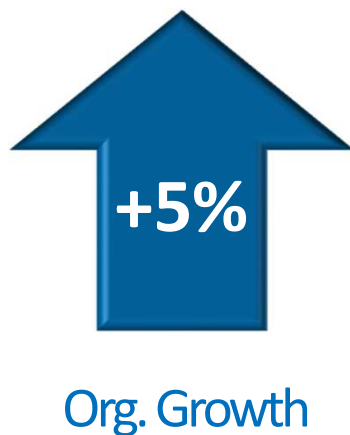
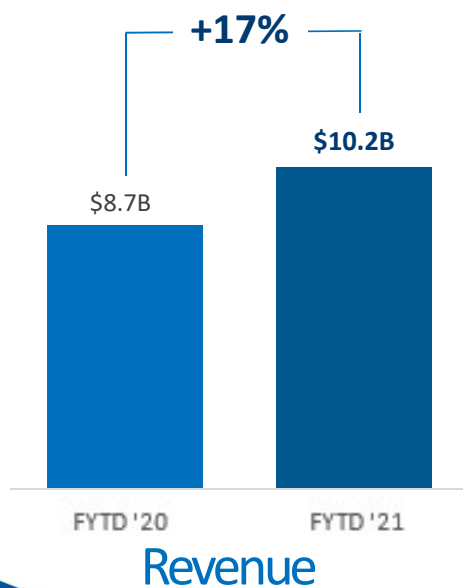


Adj. EPS

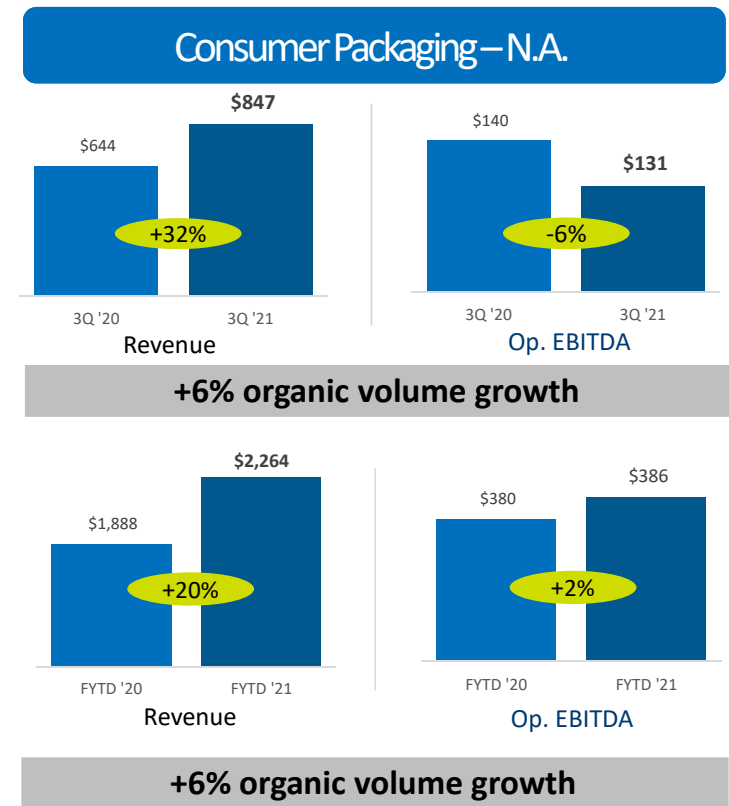
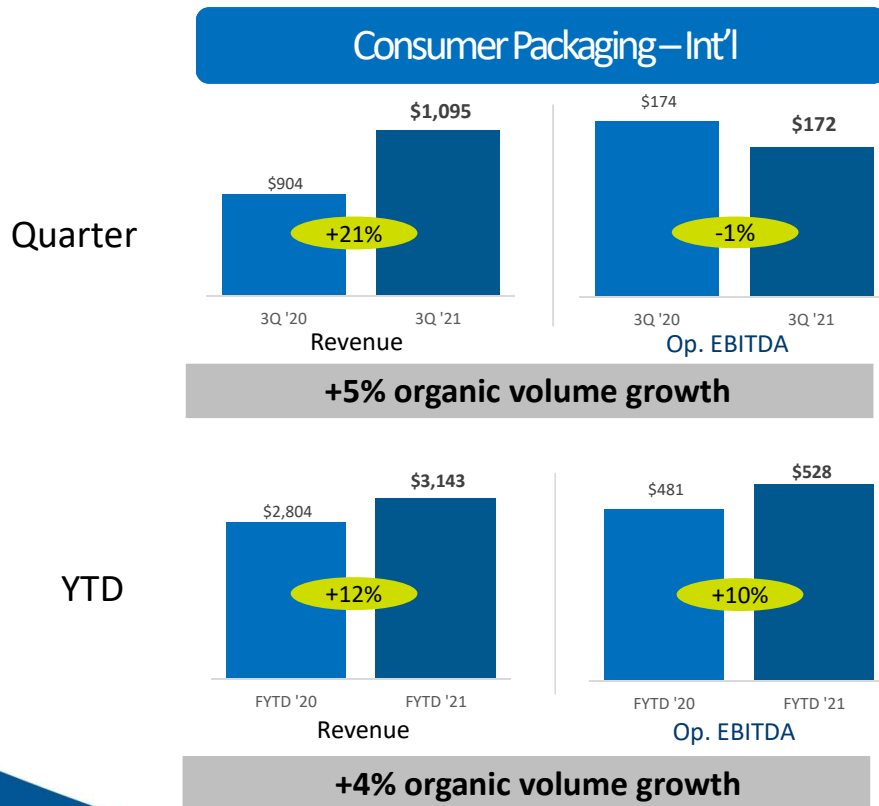


Outstanding Fiscal YTD Results

We remain focused on our top two key initiatives; Driving organic growth and Strengthening our balance sheet



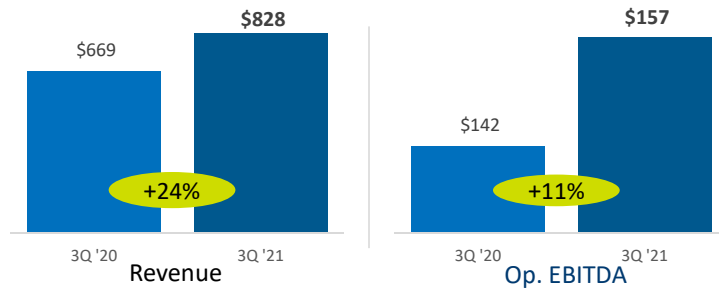
FQ3 '21 Segment Overview



FQ3 '21 Segment Overview

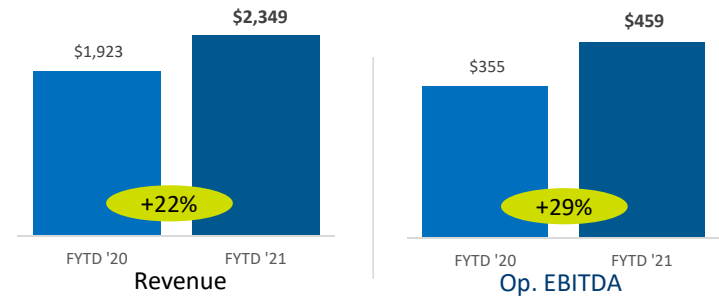
Health, Hygiene, & Specialties

Quarter



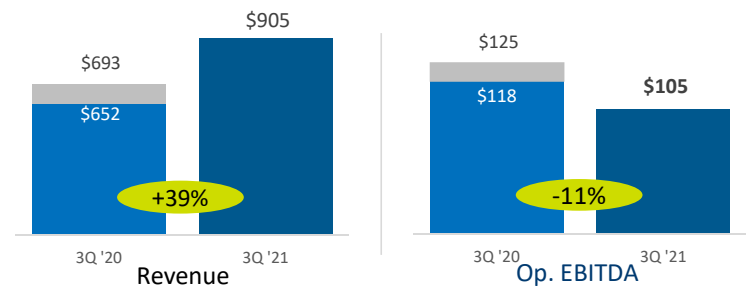
+1% organic volume growth

YTD

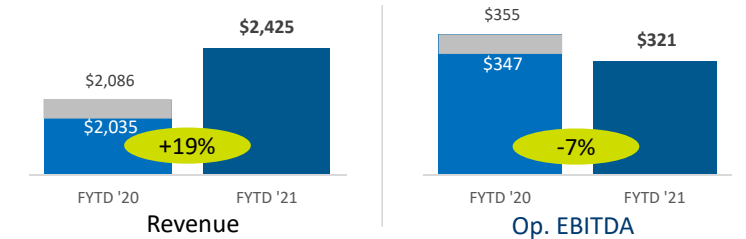


+8% organic volume growth

Engineered Materials



+8% organic volume growth



+4% organic volume growth



Note: All dollar amounts in millions. Engineered Materials prior year quarter adjusted for divestitures. Fiscal year-to-date adjusted for divestitures partially offset by additional days.

Fiscal 2021 Outlook

Increasing Operating EBITDA guidance to \$2.26B

Reaffirming organic volume growth of +5% (LSD growth expected in Sept. '21 qtr.)

Operating EBITDA* **\$2.26B**

Free cash flow **\$875M**

Continued Focus

- ✓ Organic growth
- ✓ Leader in Sustainability
- ✓ Strengthening balance sheet (ended the qtr. at 3.9x net debt to adjusted EBITDA)

Anticipate operating while maintaining our leverage in a range of 3.0 to 3.9 times

Multiple Organic Growth Drivers

Faster growth markets

Portfolio Shift
% of total sales

2013



2020



Health & Wellness
E-commerce
Food safety / barrier



Emerging markets

Portfolio Shift
% of total sales

2013



2020



Asia
South America
Mexico
Africa
Eastern Europe

“Emerging markets could grow around twice as fast as advanced economies on average”

Multiple Organic Growth Drivers

Sustainable Solutions



Light-weighting
 Post-consumer recycled material
 Advanced recycling
 Compostable or bio-based

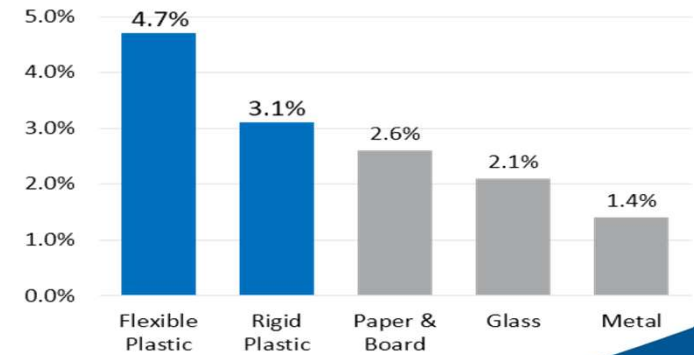
Unpackaged	Shelf Life	Packaged	Shelf Life
 Cucumbers	3 Days	 Cucumbers	20 Days
 Bell Peppers	4 Days	 Bell Peppers	20 Days
 Bananas	20 Days	 Bananas	36 Days

Secular Growth Substrate



Advantages
 Durability
 Lowest carbon footprint
 Light-weight
 Recyclability
 Design versatility
 Clarity

Global Growth Rates by Packaging Type



Source: Smithers Pira and R.W. Baird estimates

Taking Action : Innovation & Sustainability Is Driving Growth



Bhoomi Bottle

Partnered with Bhoomi to launch a 100% sugarcane-based bottle. The bottle offers a range of environmental benefits including a significant reduction of greenhouse gas emissions and reduced water use and the elimination of fossil fuel consumption



Uses **PCR** material and designed for **circularity**



Infinity Quartz Range

Our CPI segment launched a range of premium jars that enable cosmetic and beauty products to create a strong on-shelf presence and brand image, while meeting consumer demands for more responsible packaging. The Infinity Quartz range can be specified in a choice of materials including post-consumer recycled (PCR) plastic, finishes, and decoration options; at the same time, the jars offer the benefits of being refillable or reusable.



Advanced Recycling and Sustainability Focus

Advanced or molecular recycling, is a game-changing technology with significant investments being made worldwide; Berry will have unparalleled access to supply

Industry Infrastructure Investments

PlasticsEurope
Association of Plastics Manufacturers

American
Chemistry
Council

Plastics Division

ALLIANCE TO
END PLASTIC WASTE



- €7.2 Billion
- +3.4 MT

- \$5.5 Billion
- +4.1 MT

- \$1.5 Billion
- TBD

MT = Million Tonnes

Unparalleled Access to Recycled Content



Berry

Earnings Call - Key Takeaways

- Continued momentum, strong organic volume growth of +5%
- Leverage reduction goal achieved; ending the quarter at 3.9x
- Continued focus on strategic priorities:
 - Organic growth
 - Leader in sustainability
 - Strengthening balance sheet
- Increasing FY '21 Operating EBITDA guidance to \$2.26 Billion
Reaffirming full year organic volume growth assumption of +5%; expect LSD growth in Sept. '21 qtr.
Free cash flow guidance expected to be \$875M



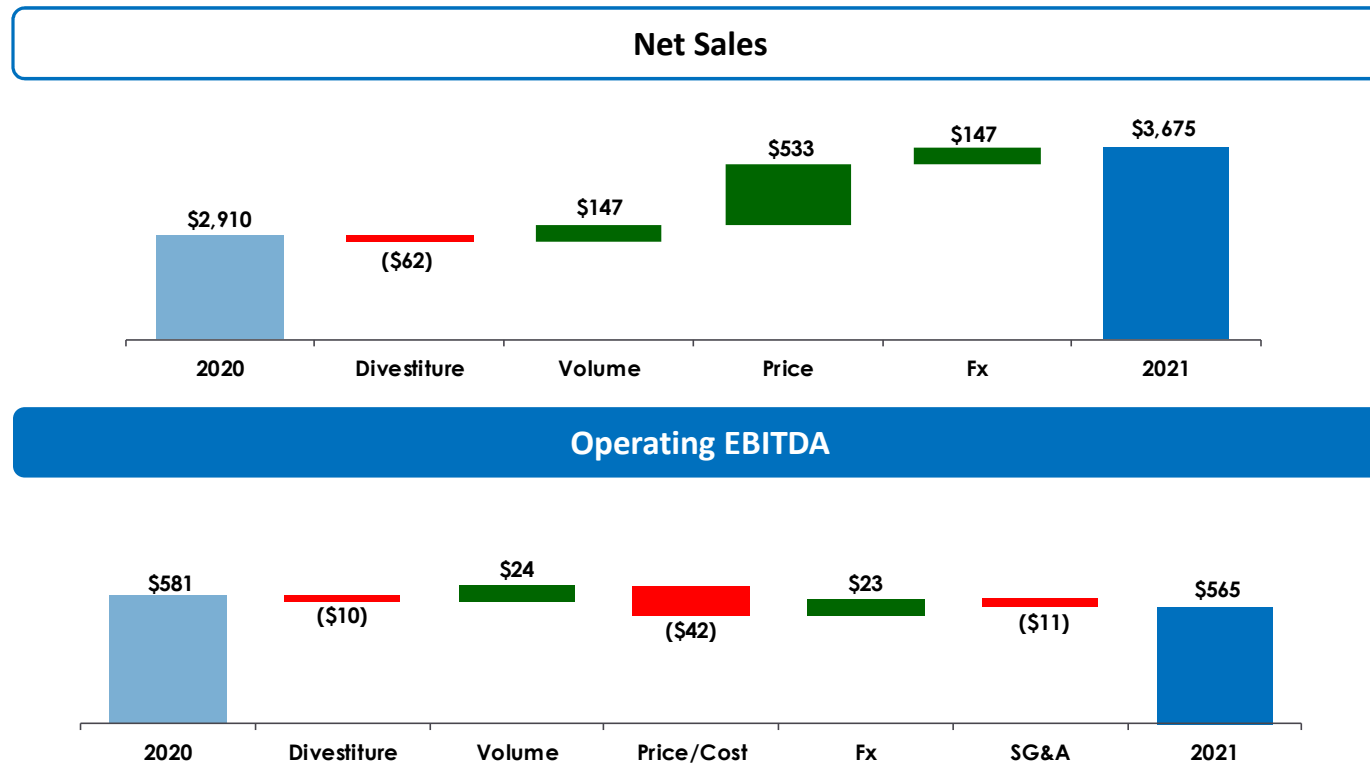
Q&A

Third Fiscal Quarter 2021

Earnings Conference Call



Appendix: Fiscal Q3 Net Sales and Operating EBITDA Bridge



Free Cash Flow

	LTM June '21
Operating EBITDA	\$ 2,280
Capital expenditures	(684)
Cash interest expense	(317)
Income tax expense	(206)
Working capital, restructuring & other	(294)
Free cash flow	\$ 779

Appendix:

Sustainability at Berry

Our sustainability led offerings, along with our breadth of portfolio and differentiation are clear growth opportunities

'Impact 2025' Commitments

100% reusable, recyclable or compostable packaging

10% recycled content across our packaging portfolio

Reduce GHG emissions by 25%

Reduce energy and water by 1% annually

Appendix: Segment Realignment

Organic Growth Accelerator

Consumer Packaging - International (CPI)

- + CPNA Healthcare (*creates Global Healthcare business*)
- European films (to EM)

Consumer Packaging - North America (CPNA)

- Healthcare (to CPI)

Health, Hygiene & Specialties (HHS)

- + Tapes (*synergies w/non-woven B&C products*)
- Divested U.S. Flexible packaging converting business

Engineered Materials (EM)

- + European films (*creates Global Films business*)
- Tapes (to HHS)
- Divested U.S. Flexible packaging converting business

Fiscal Year 2020 Net Sales and Operating EBITDA Changes for Segment Realignment

Net Sales	FQ1 '20	FQ2 '20	FQ3 '20	FQ4 '20	FY '20 Total
CPNA	\$ (69)	\$ (73)	\$ (74)	\$ (74)	\$ (290)
CPI	(80)	(125)	(116)	(86)	(408)
EM	80	130	129	93	431
HHS	69	68	61	67	266

Op. EBITDA	FQ1 '20	FQ2 '20	FQ3 '20	FQ4 '20	FY '20 Total
CPNA	\$ (14)	\$ (18)	\$ (19)	\$ (14)	\$ (65)
CPI	(1)	(9)	(10)	(9)	(29)
EM	(3)	11	16	6	29
HHS	18	16	13	17	64

Fiscal Year 2020 Net Sales and Operating EBITDA Recasts for Segment Realignment

Net Sales	FQ1 '20	FQ2 '20	FQ3 '20	FQ4 '20	FY '20 Total
CPNA	\$ 611	\$ 633	\$ 644	\$ 672	\$ 2,560
CPI	930	970	904	985	3,789
EM	665	728	693	680	2,766
HHS	610	644	669	671	2,594
	\$ 2,816	\$ 2,975	\$ 2,910	\$ 3,008	\$ 11,709

Op. EBITDA	FQ1 '20	FQ2 '20	FQ3 '20	FQ4 '20	FY '20 Total
CPNA	\$ 107	\$ 133	\$ 140	\$ 146	\$ 526
CPI	141	166	174	193	674
EM	103	127	125	112	467
HHS	100	113	142	135	490
	\$ 451	\$ 539	\$ 581	\$ 586	\$ 2,157

Non-GAAP Financial Measures

	Actual					Guidance	
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Cash flow from operations	\$637	\$857	\$975	\$1,004	\$1,201	\$1,531	\$1,575
Capital expenditures, net	(162)	(283)	(263)	(333)	(399)	(583)	(700)
Payment of tax receivable agreement	(39)	(57)	(111)	(37)	(38)	-	-
Free cash flow	\$436	\$517	\$601	\$634	\$764	\$948	\$875

Non-GAAP Reconciliation

Quarterly Period Ended July 3, 2021

	Consumer Packaging - Int'l	Consumer Packaging - N.A.	Health, Hygiene & Specialties	Engineered Materials	Total
Net Sales	\$1,095	\$847	\$828	\$905	\$3,675
Operating income	\$79	\$76	\$113	\$75	\$343
Depreciation and amortization	88	53	43	28	212
Restructuring and transaction activities ⁽¹⁾	3	-	-	1	4
Other non-cash charges ⁽²⁾	2	2	1	1	6
Operating EBITDA	\$172	\$131	\$157	\$105	\$565

Quarterly Period Ended June 27, 2020

	Consumer Packaging - Int'l	Consumer Packaging - N.A.	Health, Hygiene & Specialties	Engineered Materials	Total
Net Sales	\$904	\$644	\$669	\$693	\$2,910
Operating income	\$80	\$78	\$95	\$94	\$347
Depreciation and amortization	78	58	45	28	209
Restructuring and transaction activities ⁽¹⁾	14	2	1	2	19
Other non-cash charges ⁽²⁾	2	2	1	1	6
Operating EBITDA	\$174	\$140	\$142	\$125	\$581

Note: All dollar amounts in millions. Unaudited

(1) The current quarter primarily includes transaction activity costs related to the RPC acquisition. The prior year quarter primarily includes transaction activity costs related to the RPC acquisition.

(2) Other non-cash charges for the June 2021 primarily includes stock compensation expense of \$6 million. The prior year quarter primarily includes \$5 million of stock compensation expense.

Non-GAAP Reconciliation

	Quarterly Period Ended		Four Quarters Ended
	July 3, 2021	June 29, 2020	July 3, 2021
Net income	\$194	\$191	\$715
Add: other expense (income), net	14	(7)	69
Add: interest expense, net	76	110	353
Add: income tax expense	59	53	206
Operating income	\$343	\$347	\$1,343
Add: non-cash amortization from 2006 private sale	6	6	24
Add: restructuring and transaction activities ⁽¹⁾	4	19	49
Add: other non-cash charges ⁽²⁾	6	6	42
Adjusted operating income ⁽⁵⁾	\$359	\$378	\$1,458
Add: depreciation	140	135	553
Add: amortization of intangibles ⁽³⁾	66	68	269
Operating EBITDA ⁽⁵⁾	\$565	\$581	\$2,280
Net income per diluted share	\$1.40	\$1.42	
Other expense (income), net	0.10	(0.05)	
Non-cash amortization from 2006 private sale	0.04	0.04	
Restructuring and transaction activities	0.03	0.14	
Income tax impact on items above ⁽⁴⁾	(0.04)	(0.03)	
Adjusted net income per diluted share ⁽⁵⁾	\$1.53	\$1.52	

Note: All dollar amounts in millions, except per share data. Unaudited
* See next page for footnote disclosures

Non-GAAP Reconciliation (continued)

- (1) The current quarter primarily includes transaction activity costs related to the RPC acquisition. The prior year quarter primarily includes transaction activity costs related to the RPC acquisition.
- (2) Other non-cash charges for the June 2021 quarter primarily include stock compensation expense of \$6 million. The prior year quarter primarily includes \$5 million of stock compensation expense.
- (3) Amortization excludes non-cash amortization from the 2006 private sale of \$6 million, \$6 million, and \$24 million, for the June 2021 quarter, June 2020 quarter, and four quarters ended July 3, 2021, respectively.
- (4) Income tax effects on adjusted net income is calculated using 25 percent for both the June 2021 and June 2020 quarters. The rates used represents the Company's expected effective tax rate for each respective period.
- (5) 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 management's view, do not reflect our core operating performance.

We define "free cash flow" as cash flow from operating activities less additions to property, plant, and equipment. We believe free cash flow is useful to an investor in evaluating our liquidity because 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 free 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



Berry Global Group, Inc.
101 Oakley Street, 3rd floor
P. O. Box 959
Evansville, IN 47706
Tel: +1.812.306.2964
ir@berryglobal.com
berryglobal.com

