

124th Annual General Meeting

9th May 2023

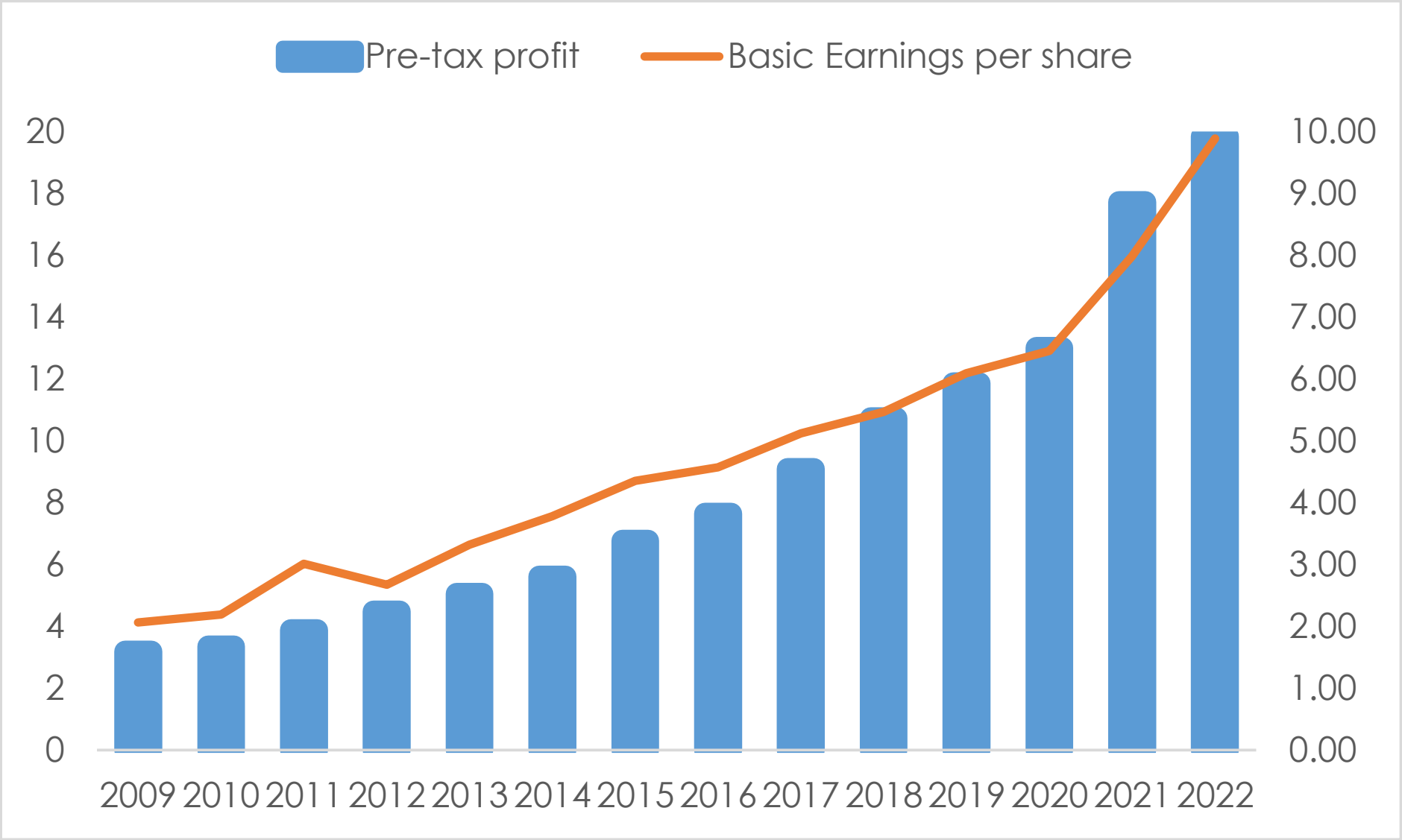


Agenda

- Sustaining growth
- The markets we serve
- Changing customer needs
- Building competitive advantage
- Voice of the customer
- Developing competitive advantage



Profit Progression




Growth Building Blocks




Breadth of customers
and markets served



Range of products
and services



Value added
proposition



Leading edge
sales tools



Depth of expertise in
protective packaging



Long-established
supplier relationships



Performance driven
culture



Quality
acquisitions



Geographic
coverage



Breadth of our Customer Base

RETAIL



INDUSTRIAL



3PL



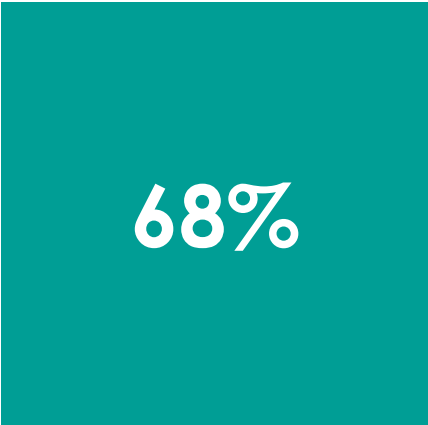
Macfarlane Group at a Glance



Number of **customers** the Group supplies



% of business for **retail** major customers



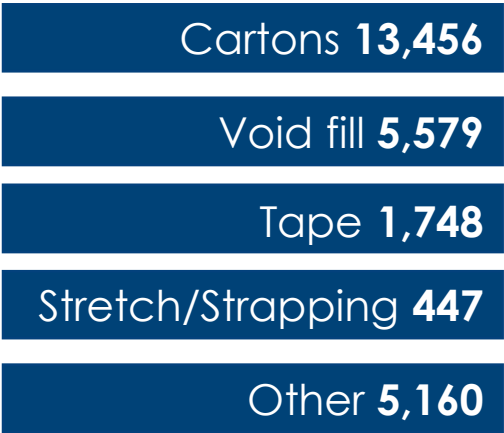
% of business for **industrial** major customers



Number of **suppliers** we work with



Total number of **SKUs** we supply



Protecting a Diverse Range of Products in Retail



Protecting Products from a Wide Range of Industries



Providing a Comprehensive Range of Packaging Solutions

Corrugated

Cartons
Postal packs
Bottle boxes



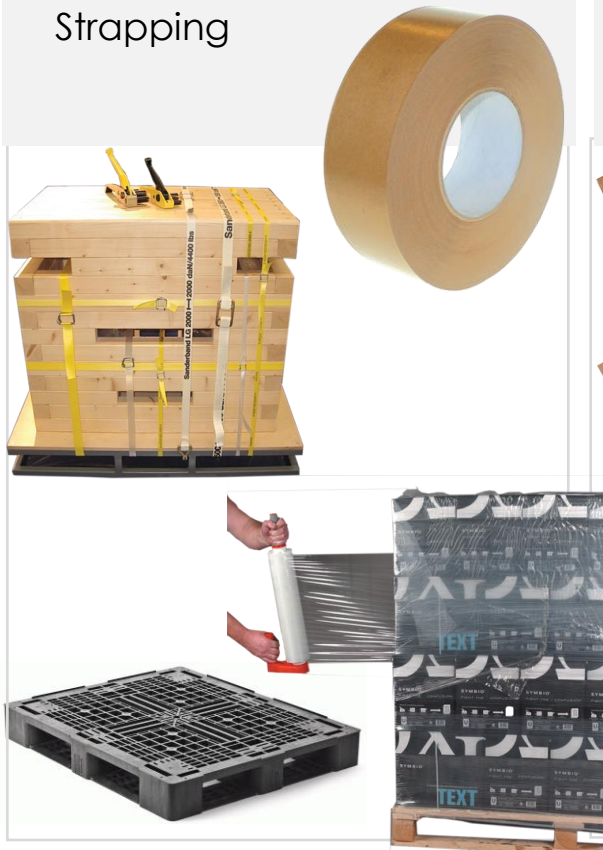
Void Fill

Paper and air products for cushioning protection



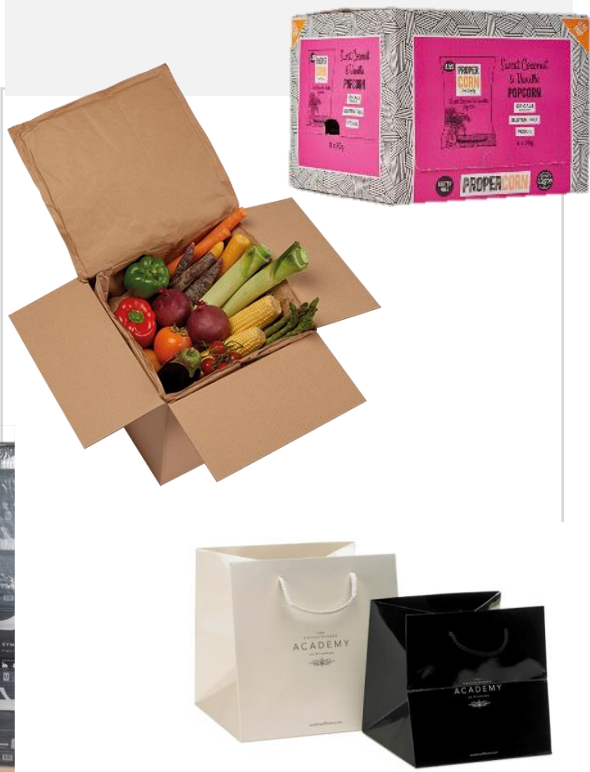
End of line

Tape
Pallets
Stretch
Strapping



Specialties

Chilled packaging
Shelf ready
Presentation and retail



Evolving Customer Needs



The Features our Customers find Attractive

Quality systems and accreditations



Depth of expertise and sector knowledge



Manage complex multi sited operations



Innovation Labs for continual development of packaging designs and services



Financially sound, well invested business



Market leading IT systems with fully integrated 24/7 online ordering/report suites



Local stockholding with next day deliveries



National network of regional distribution centres



The Benefits our Customers Receive



The Voice of our Customers

“You have an easy to use online ordering system”

Joel Courier Services

“You always find new ideas for existing solutions.”

Games Workshop

“You’ve helped us to achieve our business goals”

The Bike Club Ltd

“An awareness for the changing needs towards greener products that help the environment”

Siemens Mobility

“The range of products available and the team's willingness to seek out new options makes Macfarlane a one-stop-shop”

Whistl Fulfilment



THIS IS WHY
DUNELM
WORKS WITH US

A photograph of an office interior with a pinkish-purple tint. Several people are visible in the background, some standing and some sitting at desks. The text is overlaid in white, with 'DUNELM' in a larger, bold font.

HOW WE SUPPORT
JOHNSON & JOHNSON

A photograph of a warehouse interior with a teal tint. A person in a high-visibility vest is visible in the foreground, and various boxes and equipment are in the background. The text is overlaid in white, with 'JOHNSON & JOHNSON' in a larger, bold font.

INNOVATIONLAB





that we will drive and support.

The Voice of our Customers – listening to improve

Speed up communication
on new projects, including
samples and quotes

Brightwell Dispenser

Improve early notification if
changes to our delivery

EMS Physio

You could do more to
make your products
environmentally friendly

BTS Facades and Fabrications

Hold higher levels of stock

Ark H Handling

Provide a wider range of
boxes

CEE Norm UK

Would like more recycled
plastic packaging and
paper/cardboard alternatives

Taylor Transformers



Developing Competitive Advantage



Customer value

Reduce total cost of packaging



Sustainability

Environmentally friendly protective packaging products



Customer engagement

World class sales tools and processes



Distribution/Manufacturing partnership

Benefits of integrated supply



High calibre people

Industry expertise and skills



Geographic coverage

Single source supply across Europe



Summary

- Macfarlane has a good record of consistent growth through a variety of different trading conditions
- We have a clear growth strategy and to date have executed effectively
- The markets we serve continue to change and exert additional demands on the business
- We are implementing the necessary enhancements to our business model to address these demands and build competitive advantage
- The growth opportunity for Macfarlane is an exciting challenge offering significant future potential.





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Resolution 1

Adopt the Directors' Report and the Accounts for the year ended 31st December 2022

Proxy Votes Lodged

For/ Discretion: 82,271,810

Against: 3,808

Vote withheld: 5,000

Being **99.9%** in favour



Resolution 2

Approve Directors' Remuneration Report

Proxy Votes Lodged

For/ Discretion: 79,235,988

Against: 2,686,025

Vote withheld: 358,605

Being **96.66%** in favour



Resolution 3

Declare a final dividend of 2.52p per share payable on 1st June 2023

Proxy Votes Lodged

For/ Discretion: 82,273,398

Against: 2,420

Vote withheld: 5,000

Being **99.9%** in favour



Resolution 4

Re-elect Aleen Gulvanessian as a director of the Company

Proxy Votes Lodged

For/ Discretion: 78,644,269

Against: 3,625,649

Vote withheld: 10,900

Being **95.5%** in favour



Resolution 5

Re-elect Peter D. Atkinson as a director of the Company

Proxy Votes Lodged

For/ Discretion: 82,231,997

Against: 40,222

Vote withheld: 8,399

Being **99.9%** in favour



Resolution 6

Re-elect Ivor Gray as a director of the Company

Proxy Votes Lodged

For/ Discretion: 82,227,197

Against: 40,522

Vote withheld: 10,899

Being **99.9%** in favour



Resolution 7

Re-elect Robert McLellan as a director of the Company

Proxy Votes Lodged

For/ Discretion: 78,349,039

Against: 3,918,179

Vote withheld: 13,400

Being **95.2%** in favour



Resolution 8

Re-elect James W. F. Baird as a director of the Company

Proxy Votes Lodged

For/ Discretion: 78,684,161

Against: 3,585,557

Vote withheld: 10,900

Being **95.6%** in favour



Resolution 9

Elect Laura Whyte as a director of the Company

Proxy Votes Lodged

For/ Discretion: 82,242,035

Against: 24,199

Vote withheld: 10,899

Being **99.9%** in favour



Resolution 10

Re-appoint Deloitte LLP as auditors

Proxy Votes Lodged

For/ Discretion: 82,219,732

Against: 45,950

Vote withheld: 12,436

Being **99.9%** in favour



Resolution 11

Authorise directors to determine the remuneration of the auditors

Proxy Votes Lodged

For/ Discretion: 82,209,351

Against: 58,831

Vote withheld: 12,436

Being **99.9%** in favour



Resolution 12

Authorise directors to allot shares

Proxy Votes Lodged

For/ Discretion: 82,163,276

Against: 141,720

Vote withheld: 13,432

Being **99.8%** in favour



Special Resolution 13

Authorise directors to allot shares up to an aggregate nominal amount of £1,979,213 as if Section 561 of the Companies Act did not apply (general authority)

Proxy Votes Lodged

For/ Discretion: 82,189,724

Against: 104,659

Vote withheld: 9,495

Being **99.8%** in favour



Special Resolution 14

Authorise directors to allot shares up to an aggregate nominal amount of £1,979,213 as if Section 561 of the Companies Act did not apply (specific authority)

Proxy Votes Lodged

For/ Discretion: 82,197,523

Against: 97,159

Vote withheld: 9,196

Being **99.8%** in favour





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