

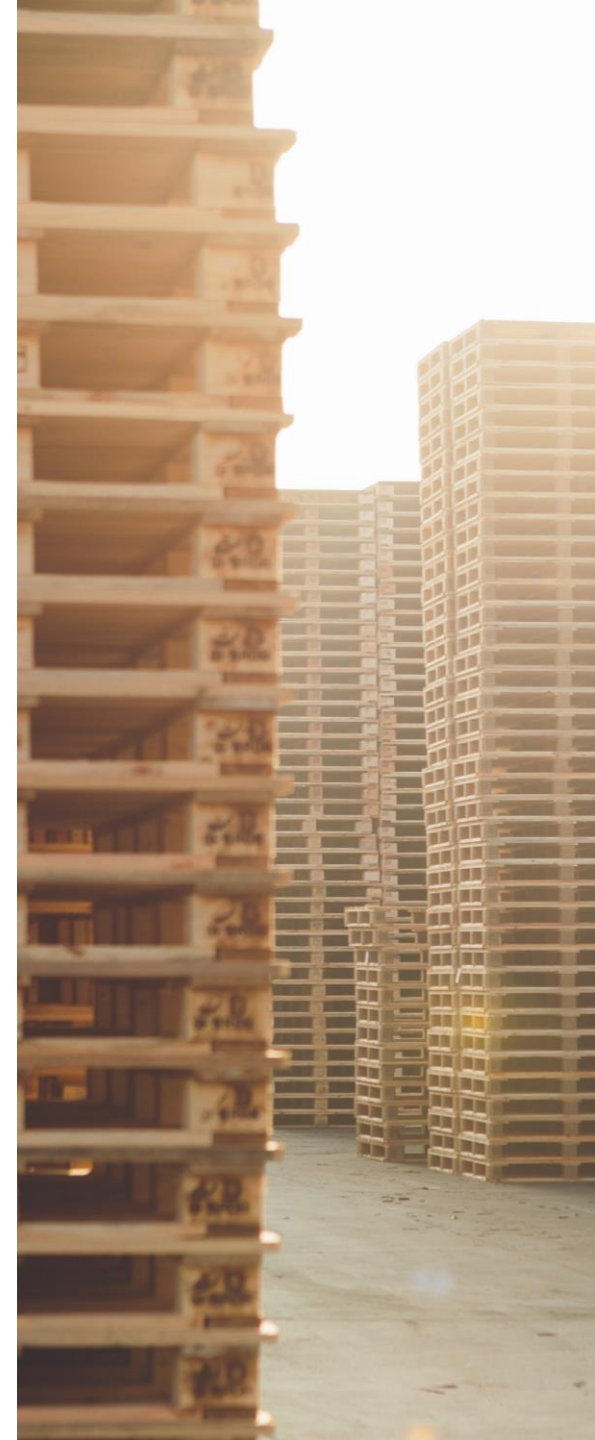
Who we are and what we do

Profile:

PGS Group is specialized in the production, reconditioning and pooling of wooden pallets and derived products and services. Over the last 30 years, we have built a diverse portfolio and are now a well-established name in the European (wood) packaging industry.

We build strong long-term relationships with our most important stakeholders being; our employees, our shareholders, our clients and society. We try to create value for all of them.

- We steer on continuous innovation and we possess a wealth of experience and expertise in our industry in areas of technology and digitalization.
- We aim for maximum complementary between our products and services and have built a diverse portfolio and an international network. One by one, our different product and services differentiate themselves with simple solutions for specific requirements.
- To avoid supply chain disruption and for reasons of economy of scale we also have stretched our supply chain at both sides upstream and downstream. As such we are also a verticalized business.
- Through the just mentioned vertical and horizontal integration, our business can respond to both customization and standardization demands and offer tailormade solutions.
- In order to secure our business continuity, we must have a sustainable attitude towards our raw material, wood.



Mission, vision, strategy

WHY

Mission tagline



“ | We carry your business in a sustainable and reliable manner.

We carry your business is more than a powerful baseline; it describes what we do and how we want to be seen by our customers. During the covid pandemic we received the status of “essential sector”. With our products and services, we literally and figuratively support the economy.

Vision



The (wood) packaging industry is highly exposed to climatic hazards and ongoing trade tensions and shortage of skilled workforce. It is labor intensive work. There is a need for sustainable sourcing, for sustainable and innovative logistic solutions and for further technologization. We are a major and reliable actor of the pallet industry, meeting customization and standardization demands for economic, ecological efficient and circular (transportation and storage) solutions. We are well positioned to be leading the industry with our technological and innovative business solutions.

Ambition



We want to create value for stakeholders by being a gamechanger in the (wood) packaging industry in Europe. We do this by:

- Growing our business in a sustainable way with a focus on our core business and an open eye for new opportunities in our value chain
- Professionalizing the business (Maintaining strong corporate governance structure)
- Developing new opportunities as a provider and supplier of renewable energy
- Encouraging market adaptation (changing demands) by pro actively being involved in market developments
- As an innovator being a reference within in our industry and believe in the importance of contamination.
- Becoming an employer of choice - innovation related
- Securing customers’ supply and therefore business continuity

Strategy: expand and innovate



Strengthen our commitment to long-term sustainable and responsible growth (new markets/ consolidating core business), fully integrated into the Group’s strategy. Think, define and implement technological and digital innovation is an increasingly fundamental goal for our Group. Integrate social fairness in all our processes.

HOW

Grow Sustainable business (expand business)



- Grow business (horizontally/vertically/strategic sourcing)
- Digitization to strengthen our internal and external communication and to support greater operational efficiency
- Sustainable business: emissions, waste, sourcing
- Optimization of supply chain



Lead by innovation (enabler of growth)

- Focus on eco-innovation and eco efficiency
- Future proofing our technological infrastructure
- Renewable energy



Responsible Business

- Responsible employment practices / Honest and attractive work environment
- Responsibility in supply chain / Human rights / social fairness
- Community investment

Our assets

- Skilled and motivated workforce**
 - +900 employees
 - Performance culture
- Vertical integrated production**
 - European network of 14 production sites for pallets, 19 facilities for reconditioning services, 4 sawmills and own nail factory.
- Horizontal Integrated business**
 - +40 sites in 9 countries
 - Established value in European countries
 - Diverse portfolio
- Reliable & strong partnerships**
 - Wood and metal suppliers
 - Customers
 - Communities
- Innovative Know how**
 - Fabrication/machines/logistics/IT
- Access to Sustainable**
 - Material natural sources
 - 100% Certified wood
 - Green energy
 - Metal
 - Fuel
- Healthy financial base**
 - Access to financial capital
 - Capital and reserves
 - Funds
 - Equities

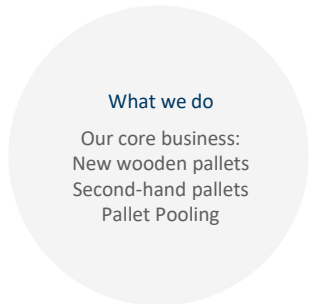
Our business model

- Mission**

We carry the business of our customers in a sustainable and reliable manner.
- Vision**

We are a major and credible actor of the pallet industry, serving our customers efficiently.
- Ambition**

We want to create value for stakeholders by being a gamechanger in the (wood) packaging industry in Europe.



- Strategy**
 - Grow sustainable business
 - Lead by innovation
 - Responsible business
- Brand values**
 - Innovative
 - Entrepreneurial
 - Performing
 - Responsible
 - Passionate
- Risks**
 - Highly exposed to climatic hazards
 - Ongoing trade tensions
 - Shortage of skilled workforce

The results / output

- Objectives for growing and innovated business**
 - Environmental**
 - Offer eco-responsible products and services
 - Sustainable energy consumption, emissions and sourcing
 - Sustainable sourcing
 - Technological production innovation
 - Green IT
 - Social**
 - Dedicated community investment
 - Safe and healthy work environment
 - Provide a great and stimulating workplace
 - Governance**
 - Financial resilience and transparent reporting
 - Business ethics
 - Qualitative and safe products

The outcome / effects

- Customers**
 - Provide business continuity efficient transportation and safe storage of their products
 - Creation of innovative solutions while reducing costs and promoting sustainable goods and services
 - Provide enhanced performance and reliability with our tailored made and standardized solutions
- Suppliers**
 - Business continuity through predictability and warranty /steady and reliable purchase orders and information
 - Encouragement on market adaptation (changing demands)
 - Continuity of supply
 - Be a reliable customer throughout the value chain, adding a trustworthy reputation to the negotiation
- Employees**
 - Employer of choice that helps employees grow
 - Build skills and expertise
 - Enable a strong sense of purpose
- Local society**
 - Effects of community investments
 - Be a relevant engine of economic growth
- Environment**
 - Contribution to low carbon society
 - Leading the industry with circular energy solutions in own production sites and nearby communities
 - Reduce waste impact and conserve biodiversity
- Investors/shareholders**
 - Trusted partner
 - Return on investment

Our impact

- 12 RESPONSIBLE CONSUMPTION AND PRODUCTION**
- 15 LIFE ON LAND**
- 13 CLIMATE ACTION**
- 7 AFFORDABLE AND CLEAN ENERGY**
- 8 DECENT WORK AND ECONOMIC GROWTH**
- 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE**