



Accelerating
the possible.
Right now.

Sustainability Report FY25

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About this report

On April 30, 2025, Amcor completed the transformational merger with Berry Global (Berry). This strategic combination brought together two highly complementary businesses to create one of the industry's most comprehensive, multiformat portfolios of primary packaging solutions for nutrition, health, beauty and wellness.

From a sustainability perspective, this landmark combination unlocks new capabilities to drive innovation in sustainability and circular packaging. Amcor's Fiscal Year 2025 (FY25) Sustainability Report focuses on the first steps of the exciting journey that lies before us.

On the following pages, we share the stories and accomplishments from two industry leaders, highlighting the synergies that we have discovered during our integration and detailing our intentions as we move forward as one global company.

Unless otherwise specified, the quantitative data presented in this report covers only legacy Amcor operations and those of its consolidated entities from July 1, 2024 to June 30, 2025, exclusive of data from legacy Berry operations. This is because we do not yet have a full year of combined data as one company. We are in the process of integrating our data collection systems and methodologies and will share a full combined footprint in our FY26 Sustainability Report.

The qualitative disclosures throughout the report include information from both legacy Amcor and legacy Berry, drawing on success stories and best practices from both companies to demonstrate our similarities as we come together and move forward under one cohesive sustainability strategy.

A letter from our CEO, Peter Konieczny

Welcome to Amcor's Sustainability Report for FY25.



At Amcor, we believe that all packaging can be circular. That packaging waste can be eliminated. That efficient packaging can mitigate global warming. And we work every day to make that happen.

Fiscal year 2025 marks an inflection point on our journey, as the combination with Berry has opened the door to bold new possibilities. With industry-leading innovation, global scale and deep packaging expertise, the new Amcor is more ready than ever to deliver breakthrough solutions that help customers achieve their sustainability aspirations. Those enhanced capabilities will help Amcor both grow and advance a circular packaging future.

This report captures our continued progress across many fronts, including how we wrap up the pledge Amcor made back in 2018 regarding the design of our products and the materials we use. As of June 30, 2025 we had reached our goal of using 10% post-consumer recycled (PCR) content, while 96% of our flexible packaging portfolio by area had recycle-ready options and 96% of our rigid packaging by weight was recyclable. Those achievements reflect the exceptional talent, passion and perseverance of the Amcor team, which is now more than 75,000 strong.

We realize that achieving packaging sustainability at scale goes beyond product design. It requires participation across the value chain – from raw material suppliers and technical experts to customers and regulators. This is why we continue partnering across the industry, collaborating to set smart standards and advocating for better policies that can drive lasting change worldwide.

As we have grown in size and scale, we have also strengthened our focus on reducing our carbon footprint. Our operations and plant management teams continue driving energy efficiency at each of the 400-plus manufacturing sites in our combined company. Those efforts exemplify how we implement our Decarbonization Roadmap, reducing emissions across the business to achieve our net zero by 2050 ambitions.

And while we are proud of our progress, it is the possibilities ahead that inspire us. We look forward to shaping an exciting new future of packaging sustainability, together. Thank you for your interest and support.

Peter Konieczny

Chief Executive Officer

Dreaming big about sustainability

We believe that all packaging can be circular, packaging waste can be eliminated and efficient packaging can mitigate global warming.

Sustainability is a core company value for Amcor. It connects directly to our purpose of elevating customers, shaping lives and protecting the future. Following the combination of Amcor and Berry in April 2025, our ambitions have never been higher.

Those ambitions aim to accelerate momentum around responsible packaging and establish a circular economy. Success will depend on active participation from every stakeholder in the value chain. Together, we can create a society where circularity is the norm.

We are excited about the progress we made in FY25. Building on this momentum, we are excited to work together to shape a future that benefits society and the planet.



PROMOTING CIRCULARITY

The transition to a circular economy is at the heart of our approach to sustainability and it inspires our commitment to innovation, growth and positive progress. During FY25, we were proud to achieve our global target of using 10% post-consumer recycled (PCR) plastic.

Innovation is an integral part of our identity and purpose. We rethink and redesign solutions to better protect products, people and the planet. In 2025, we continued to bring new solutions to the market that minimize waste and maximize resource efficiency, while also advancing circularity. We expanded our AmFiber™ range of paper-based packaging products to tap into new categories, such as recycle-ready stand-up pouch refill packs for instant coffee and a solution for trail mix bars.



We launched several new formats from Amcor's AmPrima®, AmLite™ HeatFlex™ and AmSky™ platforms in 2025, as well as new innovations such as a shrink bag for turkey breasts that reduces the packaging material and cuts the carbon footprint by 22%.*

Partnerships and advocacy remain central elements of our approach to enabling a circular economy for packaging. We work closely with organizations such as the the Alliance to End Plastic Waste to support investment in on-the-ground projects that enhance collection, sorting and recycling infrastructure worldwide. In FY25, we also collaborated with Deltterra on a project that empowered more than 2400 residents and businesses in the Badung Regency in Bali, Indonesia, to separate waste and dispose of materials in the correct way.

We continued to advocate for improved policies and regulations that support systemic change around the globe during the year. In Europe, our teams worked closely with industry associations and governments to provide feedback and guidance in the lead-up to the formal adoption of the European Union's Packaging and Packaging Waste Regulation (PPWR). Amcor's sustainability and regulatory experts remain involved in educating customers and other stakeholders about how our products can support compliance with this new regulation.

*Based on an ASSET LCA comparing the baseline netted turkey breast bag with Perflex handle bag, based on cradle-to-grave methodology.

Dreaming big about sustainability continued

PROTECTING THE ENVIRONMENT

We strive to reduce the carbon footprint of our own operations by embracing the latest technologies, methodologies and concepts. Since our baseline year of FY22, Amcor has reduced greenhouse gas (GHG) emissions by 20%, keeping us on track to achieve our near-term and net-zero science-based targets.

Our decarbonization roadmap clarifies and guides our efforts to achieve our GHG emission reduction targets. It is built around a strategy that emphasizes action on four priority levers that address the largest sources of GHG emissions within our business: renewable electricity, supply chain, recycled content and product redesign. These are supported by an additional lever focused on operational efficiency, through which we monitor and implement various lower-impact activities.

For the renewable electricity element of this roadmap, we achieved progress in FY25 through a combination of direct power purchase agreements, virtual power purchase agreements and renewable energy certificates. Amcor bought 3,556,000 gigajoules of renewable electricity in FY25, which represents 30% of our total energy consumption and is a 100% increase from the previous year. Several sites installed solar panels within the reporting period, including our facility in Barcelona, Spain. It now operates a solar farm that covers 20% of the site's overall energy needs.

We continued to work with suppliers to reduce the carbon footprint of the raw materials that we bought in FY25. We hosted a Supplier Sustainability Summit where we engaged 113 of our largest suppliers in discussions about reducing GHG emissions. Our teams collected data about the carbon footprints of more than 12,000 materials that we buy. These insights are now helping us to calculate our carbon footprint more accurately and pinpoint opportunities to reduce it.

For the recycled-content element of the roadmap, we used 233,000 metric tons of PCR materials in our packaging, and we achieved our goal to use 10% PCR plastic by 2025.

We also took action to redesign products and reduce their carbon footprints. Our ASSET™ life cycle assessment system, certified by the Carbon Trust, is a core part of this approach. It considers every step of the packaging life cycle, then generates data and insights about factors that include carbon footprints. The system offers comparisons of up to six different packaging solutions, which supports our teams as they assess the best possible design and material options. In FY25, we conducted 1,556 analyses using ASSET.

As well as driving progress through the four core GHG emission reduction levers, we are pursuing efficiencies across Amcor's global operations in other areas. This includes continuously improving the way that we manage energy, waste and water. Our experts manage site-level performance in these areas each quarter. Following the combination of Amcor and Berry, our sustainability teams have been identifying and sharing information about best practices from both companies related to saving energy, managing water and reducing waste.





Our decarbonization strategy

4 PRIORITY INITIATIVES

1 Renewable electricity

Switching to renewable sources

Will contribute ~31% of emission reductions

2 Supply chain

Working with suppliers to reduce the carbon footprint of our raw materials

Will contribute ~27% of emission reductions

3 Recycled content

Using more PCR materials

Will contribute ~16% of emission reductions

4 Product redesign

Reducing material use and switching to lower-carbon materials

Will contribute ~18% of emission reductions

1 ONGOING INITIATIVE

+1

Operational efficiencies

Ongoing waste, water, energy efficiency and equipment upgrade activities to underpin our drive toward net zero



SUPPORTING OUR PEOPLE

At Amcor, we actively take care of each other's well-being every day. We understand that our employees are the foundation of business success and sustainability progress. For that reason, safety is a core value for our company and we aim to provide a workplace that is free from serious risks and undesired incidents. We remain intently focused on safety, and our combination with Berry has presented an exciting opportunity to leverage each other's successes as we continue building an industry-leading safety program. We reduced recordable injuries by 2% in FY25 compared with the previous year, while 68% of our sites were injury-free.

The combination with Berry also offers a unique opportunity to evolve how our company attracts, engages and develops talented people, while strengthening inclusion and belonging. Our teams are building on the strengths of both organizations and combining the best of both cultures, while also embracing fresh ideas to meet future workforce needs. We are committed to innovating our human resources (HR) practices, leveraging best-in-class approaches and shaping initiatives that elevate the employee experience.

Following the combination, we launched a new culture framework that reflects our shared purpose, values and behaviors. This framework unites our organization and sets clear expectations for how we work and lead, ensuring consistency across our diverse global footprint. To bring it to life, we introduced a series of global and local initiatives focused on embedding the framework into everyday practices, helping employees to connect with our culture and align with our ways of working.

JumpStart was another key aspect of our integrated people management activities launched during FY25. This virtual experience for existing employees and new joiners offers a consistent, engaging introduction to Amcor. It features podcasts and live sessions with senior leaders that aim to accelerate alignment, belonging and confidence during times of change, while helping to build early connections to our culture, priorities and ways of working.

In FY25, we introduced a new employee value proposition (EVP): "Possibility unpacked. For you. For the world." It clearly articulates why employees join, stay and thrive at Amcor, reflecting a purpose-driven culture that celebrates opportunities for growth, innovation and impact.

Our workplace brings together employees from diverse backgrounds. We foster an inclusive culture where everyone feels valued and knows that they are essential to Amcor's success. We support our colleagues' well-being by offering programs that support physical and mental health, and we offer a range of resource groups designed to support employees on different topics.

Our commitment to responsible business practices also includes active engagement in social and community-based programs. Amcor's volunteering strategy focuses on caring for people, the environment and future talent. Individuals and teams around the world brought that spirit to life in FY25 through projects such as supporting underprivileged households in Singapore, bringing clean water to residents in the Dominican Republic, educating young people about sustainability in Evansville, Indiana, and supporting colleagues affected by flooding in Spain.

Looking beyond Amcor's own workforce and communities, we strongly value our suppliers as partners in driving progress toward our long-term sustainability goals and ensuring human rights are protected throughout the supply chain. We are taking action to build our capabilities in the areas of human rights and environmental due diligence, including assessing our critical and strategic suppliers through the EcoVadis sustainability platform and launching a program to screen for human rights- and environment-related risks. In FY25, we screened more than 7,700 suppliers, which represented more than 90% of our total annual spend through our new risk assessment platform. We also hosted modern slavery training for procurement team members in roles that require interaction with suppliers, achieving a 100% training compliance rate.

SPOTLIGHT

Day 1 celebrations

On May 6, 2025, we kicked off an exciting new chapter for Amcor. Around the globe, teams from Berry and Amcor came together to celebrate Day 1 of our combination, bringing incredible energy, unity and enthusiasm to this milestone moment.





FY25 YEAR-END REVIEW

The following table shares a summary of Amcor's progress toward our priorities during FY25.

Impact area	Priority	FY25 update
Circularity	Develop all our packaging to be recyclable, reusable or compostable by 2025	72% of packaging by weight was recyclable or recycle-ready 96% of flexible packaging portfolio by area had a recycle-ready option available to customers
	Achieve 10% PCR plastic use by 2025	10% PCR plastic used
GHG emissions	Reduce Scope 1 and 2 emissions 54.6% by 2033 ¹	30% reduction; Amcor remains on-track to achieve our near-term science-based targets
	Reduce Scope 3 emissions 32.5% by 2033 ¹	18% reduction; Amcor remains on-track to achieve our near-term science-based targets
	Achieve net zero GHG emissions by 2050 ²	20% reduction; Amcor remains on-track to achieve our net-zero science-based targets
Operational efficiency	Increase renewable electricity	30% of electricity was from renewable sources, a 100% increase from the previous year
	Reduce waste-to-disposal	75% of waste was diverted from disposal through recycling and other recovery methods 120 sites internally certified through "zero waste-to-disposal" program
	Ensure all sites have a water management plan in place	100% compliance
	Ensure all sites that use plastic pellets, powders and flakes have aligned with OCS methodology	100% compliance
Safety	Achieve an injury-free Amcor	1.35 recordable case frequency rate (RCFR) 2% year-over-year reduction in recordable injuries
Responsible sourcing	Ensure all strategic and critical suppliers have signed Amcor's Supplier Code of Conduct	93% completion rate
	Ensure 75% of strategic and critical suppliers have completed EcoVadis assessment within the past two years, with a score over 45	81% completion rate

1. Our near-term Scope 1 and 2 target boundary includes biogenic land-related emissions and removals from bioenergy feedstocks. Our near-term Scope 3 target boundary covers purchased goods and services, fuel and energy-related activities, upstream transportation and distribution, waste generated in operations, and end-of-life treatment of sold products – representing 67% of Amcor's total Scope 3 footprint. Targets are based on an FY22 baseline year.
2. Our net-zero Scope 1 and 2 target boundary includes biogenic land-related emissions and removals from bioenergy feedstocks. Our net-zero Scope 3 target boundary covers purchased goods and services, fuel and energy-related activities, upstream transportation and distribution, waste generated in operations, and end-of-life treatment of sold products – representing 90% of Amcor's total Scope 3 footprint. Targets are based on an FY22 baseline year.

Circularity

10%

of plastics used were
post-consumer recycled

338,000

metric tons of renewable
materials used

233,000

metric tons of recycled
materials used

72%

of products by weight met widely
recognized recyclability standards

\$8bn

in revenue generated from products that met
widely recognized recyclability standards

96%

of flexible portfolio by area had a
recycle-ready option available

Product innovation

Amcor is focused on designing more sustainable packaging solutions that meet the rigorous requirements of our customers, while minimizing the environmental impact.



“

Amcor's new combined research & development (R&D) team is pushing boundaries and leading with purpose to enable global growth, embed sustainability into every product we develop and strengthen our innovation pipeline across both short- and long-term horizons—all while elevating our customers to delight their consumers with the right solutions.

Alejandra Beltran

Global VP Research & Development

Our top priority for every package we produce is to protect the product inside and prevent waste. Our assessments show that the resources required to manufacture a product are often far higher than those required to produce its packaging. For example, if a food product's packaging fails, the resources invested in growing, processing and transporting the contents inside are wasted. One of our main goals is to prevent this waste.

We engineer our packaging to have the exact characteristics needed to preserve the food, beverage, medicine or other home and personal care products sold inside, thus preserving all of the resources that went into making the products. With this core objective in mind, we work to design packaging that is recyclable, reusable or compostable, incorporates recycled and renewable content and uses lower-carbon materials.

Amcor's industry-leading technical expertise, combined with our depth of knowledge and experience, enables us to deliver more sustainable packaging solutions across a range of formats and substrates. As we work to develop a circular economy for packaging, we continue expanding our AmPrima, AmLite, AmSky, AmFiber and AmFiniti™ solutions into new global markets and product categories.

Product innovation continued

Prioritizing innovation

STRATEGY

Innovation is central to Amcor's approach to sustainability. Through our world-class R&D capabilities and global network of innovation centers, we deploy expertise and scale to develop packaging solutions that minimize environmental and social impacts across the product life cycle.

Our teams focus on designing packaging that supports recyclability, lowers carbon emissions and improves resource efficiency. We also seek out innovation beyond Amcor, investing in more sustainable business models and emerging technologies through our work in corporate venturing.

Our strategy is built on scaling solutions that deliver meaningful impact across markets and value chains. We embed sustainability into our innovation process to ensure new developments align with long-term business goals and customer expectations.

TAKING ACTION

R&D

Amcor's R&D team consists of a globally connected network of talented professionals focused on bringing advanced packaging technologies and new, more sustainable products and materials to the market. Following our combination with Berry, this team grew to approximately 1,500 R&D professionals who work across our network of 10 innovation centers.

To efficiently develop and launch industry-leading products, we rely on R&D innovation workstreams, which bring together technical leaders from across Amcor to collaborate on the critical technologies and materials required to make our packaging more sustainable. Regional R&D teams then focus on implementing the technology that emerges from the workstreams to develop a more sustainable product portfolio.

We have invested in innovation centers across four continents to accelerate innovation, collaborate with customers and develop new product platforms. This global network enables us to concentrate and combine our technical talent with advanced analytical research and packaging tools.

Our innovation centers offer our customers a full suite of capabilities to accelerate the shift to more sustainable packaging. They include spaces for consumer focus groups and customizable retail environments to assess packaging at the shelf. They offer prototyping labs for real-time, iterative, hands-on packaging interaction, machinery labs for technical vetting and environmental and analytical labs for product-to-package interface evaluation. They also contain filling lines so that new ideas and prototypes can be tested on the same type of equipment our customers use.

Corporate venturing

Our corporate venturing team targets breakthrough, state-of-the-art technologies to make the future of packaging more sustainable and invest in future trends. We work with startups at all stages of growth, backing entrepreneurs who are disrupting the industry with bold innovations that focus on circularity, digitalization and new avenues of growth.

Our advanced R&D capabilities and deep relationships with leading brands help startups refine, scale and commercialize new technologies. In addition to offering up to \$5 million in funding for selected ventures, Amcor provides access to world-class capabilities, networks and manufacturing resources.

Amcor Lift-Off is our dedicated pitching competition for early-stage startups. Amcor Lift-Off Sprints focus on specific R&D challenges, offering successful startups the opportunity to enter a collaborative agreement with Amcor R&D and receive funding up to \$500,000. Amcor Lift-Off Connect targets specific business challenges and offers the chance for successful start-ups to enter a pilot agreement with Amcor.

Global innovation center locations

Neenah	Wisconsin (USA)
Manchester	Michigan (USA)
Tulsa	Oklahoma (USA)
Evansville	Indiana (USA)
Chippewa Falls	Wisconsin (USA)
Barcelona	Spain
Ghent	Belgium
São Paulo	Brazil
Jiangyin	China
Shanghai	China

Wrapping up a Global Commitment

In October 2018, the Ellen MacArthur Foundation and the United Nations' Environment Programme launched the New Plastics Economy Global Commitment, uniting businesses, governments and other organizations from around the world behind a common vision of a circular economy for plastics.

Amcor was one of the founding signatories of the Global Commitment, in which we pledged to develop all our packaging to be recyclable, reusable or compostable and to use 10% PCR plastic materials by 2025. We also committed to partner with others to develop collection and recycling infrastructure around the globe.

We proudly look back at the progress we have made across seven years of tireless innovation and inspiring collaborations in pursuit of these goals.

72%
of packaging by weight was designed for recyclability

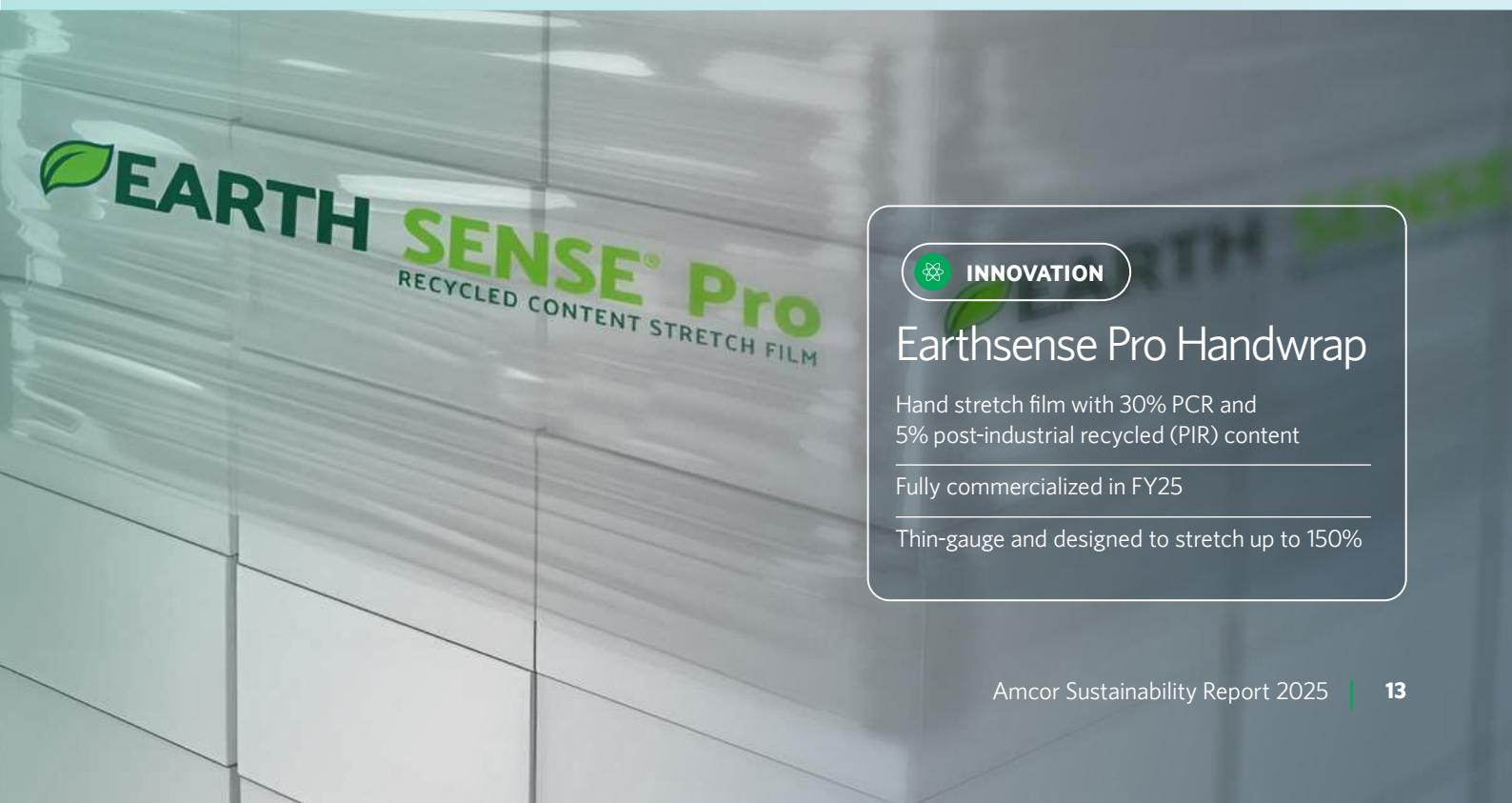
Our R&D teams have made breakthroughs in packaging formats and materials that once seemed unattainable, such as our AmSky recycle-ready blister pack for pharmaceuticals, our AmPrima and AmLite solutions that bring recycle-readiness to highly technical flexible packaging applications and our AmFiniti portfolio that enables customers to seamlessly integrate mechanically and chemically recycled content into flexible and rigid packaging solutions.

By the end of FY25, we had achieved our goal to use 10% PCR plastic content in our packaging. We take great pride that 72% of our packaging production by weight was designed for recyclability (96% of rigid packaging, 49% of flexible packaging and 100% of specialty cartons) and that our R&D teams had developed recycle-ready options for 96% of our flexible packaging portfolio.*

We have bolstered these achievements through on-the-ground initiatives with partners such as the Alliance to End Plastic Waste, Delterra and The Recycling Partnership to develop recycling infrastructure and engage consumers in recycling, contributing to the development of a circular economy for packaging.

Moving forward, our R&D teams remain intently focused on developing packaging solutions that help to keep our products in circulation and out of landfills and the environment. At the same time, our commercial teams continue to actively support customer initiatives to incorporate more sustainable packaging into their portfolios.

*See definitions for recyclable and recycle-ready on page 22



INNOVATION

EarthSense Pro Handwrap

Hand stretch film with 30% PCR and 5% post-industrial recycled (PIR) content

Fully commercialized in FY25

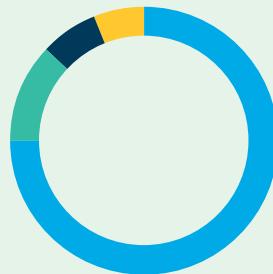
Thin-gauge and designed to stretch up to 150%

Product innovation continued

Using circular materials

In FY25, Amcor purchased approximately 2,910,000 metric tons of raw materials. This number includes materials used in production, as well as buffer inventories we maintain to offset supply chain volatility. Our FY25 direct material portfolio was comprised of polymers (75%), fibers (12%), liquids (7%) and metals (6%). This composition shifts slightly each year as our product mix evolves in response to new innovations and changing customer demands. Our FY25 revenue mix, based on primary components, was 76% polymers, 15% metals and 9% fibers.

FY25 direct material portfolio



Polymers	75%
Fibers	12%
Liquids	7%
Metals	6%

STRATEGY

As a packaging company with deep expertise in a variety of materials, Amcor delivers differentiated solutions for customers seeking more sustainable options.

By carefully selecting the materials we purchase, we embed sustainability into our products from the very beginning of the design process, while also fulfilling our core objective to maintain or enhance each package's ability to protect the product inside. Recycled materials and renewable materials are essential elements of our strategy to reduce the environmental impacts of our packaging.

Recycled materials are those that have been diverted from the waste stream and have subsequently been recycled into a new material that can be used to produce a new product. Using recycled materials in packaging reduces reliance on virgin materials, decreases dependency on fossil fuels as an input and can help lower the GHG emissions associated with the final package. It gives value to waste and helps to promote recycling.

Renewable materials are derived from renewable sources that have a direct or indirect natural origin, such as corn, sugar cane, organic waste or trees. Examples of renewable materials used in packaging include paperboard and carton board made from wood fibers, and resins such as bio-polyethylene made from the secondary processing of sugar cane. Renewable materials offer an alternative for customers seeking to reduce their use of materials made from fossil fuels, replacing petroleum-based feedstock with solutions that can be renewed by nature far more quickly. They may also have a lower carbon footprint compared with fossil fuel-based materials made from virgin sources.

TAKING ACTION

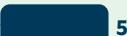
Recycled materials

In 2019, Amcor set a target to use 10% PCR plastic by 2025. In FY25, we were proud to achieve this goal, with PCR plastic totaling 218,000 metric tons and representing 10% of plastic used. We also used approximately 15,000 metric tons of PCR aluminum, bringing our total PCR material to 233,000 metric tons and representing 8% of total materials.

Amcor continues taking action to increase the amount of recycled materials used in our packaging. Our AmFiniti portfolio of recycled-content packaging delivers the full breadth of mechanically and advanced recycled PCR material options to meet customers' needs.

PCR materials used

(metric tons)

FY19  56,000

FY20  81,000

FY21  104,000

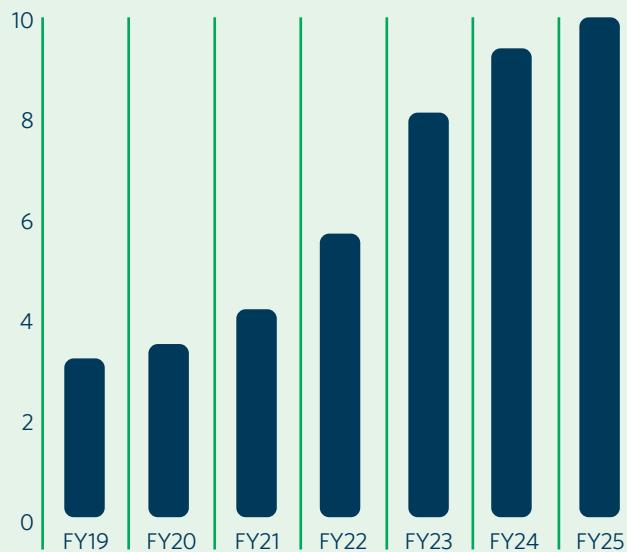
FY22  156,000

FY23  193,000

FY24  224,000

FY25  233,000

PCR plastic use
(% of total materials used)



Amcor has secured guaranteed and growing volumes of both mechanically and advanced recycled PCR through strategic supplier agreements, including several new agreements entered into in FY25. This security of supply will allow us to continue to help customers achieve their packaging sustainability goals.

Additionally, Amcor's combination with Berry brought several in-house recycling operations to our global portfolio.

Across our network, we operate multiple sites with recycling capabilities. Among them, our Leamington Spa site focuses on providing mechanically recycled household waste substrate for contact-sensitive rigid applications (CleanStream®). Our Flexibles business operates recycling infrastructure for both flexible packaging and agricultural stretch wrap films. This includes specialized recycling wash plants designed to process highly contaminated waste and maintain robust chain-of-custody methodologies for recycled content used in non-contact-sensitive packaging applications.

 INNOVATION

80% recycled plastic packaging for Mondelēz International's Cadbury sharing bars

New packaging for Mondelēz International's iconic Cadbury core sharing bars, which will be sold in the UK and Ireland, will have 80% certified recycled plastic, made using advanced recycling technology following an International Sustainability & Carbon Certification (ISCC) PLUS-certified mass-balance approach. The ISCC certification ensures that at least 80% of the plastic sourced for the production of the packaging is recycled and allocated via the mass balance approach. The new packaging is made using our AmPrima recycle-ready solution and incorporates our AmFiniti recycled material.

This packaging solution helps leading brands, like Mondelēz, answer consumers' desire for their favorite products to be packaged more sustainably, while also

helping brands get ready for upcoming legal requirements, such as those coming from the EU PPWR.

To help consumers understand more about the packaging, the new Cadbury wrap features on-pack labels plus a QR code to access more info about the journey the Cadbury brand is taking, including a consumer-friendly explanation of the mass balance approach. Consumers can also access the Recycle Now® locator tool from the Waste and Resources Action Programme, UK (WRAP) to check local collection and recycling points for a wide range of packaging materials, including flexible plastic packaging.

Product innovation continued



INNOVATION

AmFiniti brings PCR to flexible packaging for paper products

Amcor developed a PCR overwrap film solution for a customer's toilet paper and kitchen paper brands, incorporating 60% PCR content.

This shift to PCR helped the customer to make progress toward their goal to increase recycled content in their packaging.

Our solution was an AmPrima overwrap with AmFiniti 60% recycled content, which maintained the same level of durability, machinability and print quality as the previous package. The customer's new packaging helps reduce plastic waste, cuts down on virgin resources and can lower potential plastic taxes and extended producer responsibility (EPR) fees.

INNOVATION

Mars Petcare Australia and Amcor collaborate on dog treat packaging with 60% recycled plastic

Mars Petcare Australia incorporated 60% recycled plastic, certified through ISCC PLUS, into a selection of the Schmackos brand single variety packs of Strapz and Stix.

This launch demonstrates how Mars Petcare is invested in creating a circular economy for flexible plastics in Australia, reducing its annual use of virgin plastic by 40 metric tons and signaling to the rest of the industry that there is a growing demand for recycled content and advanced recycling technologies in Australia.

The introduction of certified circular plastics in Schmackos packaging is a significant step forward in driving the adoption of circular packaging solutions. This collaboration showcases how innovative materials can reduce reliance on virgin plastics, while maintaining the highest standards of food safety.

 INNOVATION

CleanStream maintains premium image for Aqua Allegoria luxury hand creams



Maison Guerlain's newly launched Maison Guerlain Aqua Allegoria hand creams feature packaging containing Amcor's premium PCR polymer.

Our proprietary CleanStream technology mechanically recycles household polypropylene (PP) waste into high-purity recycled plastic suitable for contact-sensitive applications, allowing the recycled polymer to be included in the Aqua Allegoria bottle with no compromise on the performance in terms of aesthetics, product protection or functionality.

The bottle and cap are produced at two of Amcor's factories in France, providing a complete pack solution for Maison Guerlain. Because they are produced solely in PP, the pack can be recycled in European locations where appropriate recycling infrastructure is in place.

 INNOVATION

Nestlé works with Amcor to launch 100% recycled content cat treat canisters

Nestlé Purina PetCare partnered with Amcor to convert the packaging for Friskies® Party Mix® 20 oz and 30 oz cat treat canisters to 100% mechanically recycled plastic, excluding label and lid.

The new canisters are widely recyclable in existing recycling streams.

The move to 100% recycled plastic reduces virgin resin use and will eliminate more than 500 metric tons of virgin plastic annually.

500

metric tons of virgin plastic eliminated annually



Product innovation continued

Advanced recycled PCR materials

The advanced recycled materials (ARM)—also called chemically recycled material—Amcor offers through our AmFiniti platform are suitable for all applications. They deliver virgin-quality materials as a drop-in solution that requires limited or no qualification work.

We successfully launched a range of packaging collaborations using advanced recycled material in FY25, including partnering with a pet care company to supply our first product using ARM in the Latin American market. In Amcor Flexibles North America, the team leading our Bakery, Beverage and Industrial segment achieved a 45% increase in the use of PCR compared with the previous year due to several successful collaborations with customers.

When we use ARM PCR plastic, we follow an ISCC PLUS-certified mass-balance approach, and 34 Amcor sites have achieved ISCC PLUS certification.

ISCC PLUS is an internationally recognized framework that supports the transition to a circular economy. It helps companies to integrate recycled and bio-based content attributed via mass balance, through proper chain-of-custody tracking. Our ISCC PLUS certifications enable Amcor to offer certified circular and bio-circular material to customers to use in their packaging, and to verify associated sustainability claims.

Mechanically recycled PCR materials

The mechanically recycled PCR materials we offer through the AmFiniti platform are available for both food-grade and non-food grade applications. This type of material is generally best suited to rigid packaging formats, though it can also be used in certain types of flexible packaging applications.

In FY25, we collaborated on several projects to bring packaging with mechanically recycled PCR to the market.

INNOVATION

Amcor and Tip Top introduce bread bags with 30% recycled plastic

Amcor and Tip Top Bakeries partnered to introduce new bread bags made with 30% recycled plastic using ISCC PLUS-certified mass-balance approach.

The innovative bags are used as packaging for several types of Tip Top loaves, and are available in major retailers across Australia.

This industry-first initiative for the Australian sliced packaged bread aisle will help remove 160 metric tons of virgin plastic by December 2025.

 INNOVATION

Aldi launches first recycled content crisp bag in a UK supermarket

Aldi's 'Specially Selected' hand-cooked crisps now come in packaging made with 35% recycled plastic, following an ISCC PLUS-certified mass-balance approach.

The integration of Amcor's AmFiniti recycled content is expected to eliminate 78 metric tons of virgin plastic annually, aligning with the brand's broader goal to incorporate 50% recycled content in its plastic packaging.

A close-up photograph of a young girl with long brown hair, looking directly at the camera. She is holding a yellow and white bag of crisps in her left hand and has a single, light-colored chip in her mouth. The background is blurred, showing more of the bag.

78
metric tons of virgin plastic
eliminated annually

120  ECOGUARD™

metric tons of virgin plastic
eliminated annually

 INNOVATION

Amcor brings ARM to Latin American market

Amcor worked with a pet care company to launch our first product using ARM in the Latin American market.

The preformed bags supplied for the customer's pet food product line contain 30% ARM PCR, following an ISCC PLUS-certified mass-balance approach.

The new package is expected to eliminate approximately 120 metric tons of virgin plastic annually, helping the customer to meet its commitment to increase the use of recycled content in its packaging.

Product innovation continued

Renewable materials

In FY25, Amcor purchased 338,000 metric tons of renewable materials, representing approximately 12% of our total material purchases by weight. Nearly all of these were fiber-based materials, supplemented by a small quantity of bio-based resins.

Our Specialty Cartons business has historically comprised the majority of our fiber use for its production of folding carton packaging. While this still represents a large portion of our fiber use, we have seen an increase in the proportion of fiber purchases that are used for our AmFiber platform for paper-based packaging.

The AmFiber global portfolio of solutions redefines the capabilities of traditional paper packaging, providing a paper-based option for a variety of products and markets. AmFiber is available in a range of formats, employing technologies to deliver the right barrier, shelf life and machine performance to meet brand and product needs. It demonstrates Amcor's consumer-centric and adaptable approach to innovation, which provides customers with the best in packaging technology using the materials most suited to their needs and their consumers' demands.

We broadened our paper-based packaging portfolio in FY25 through several new AmFiber product launches. We also announced a collaboration with forestry industry company Metsa Group to develop three-dimensional molded fiber packaging solutions with lidding and liner for a variety of food applications. Combining Amcor's advanced high-barrier film liner and lidding technology with Muoto™, a wood-based molded fiber product developed by Metsa Spring, Metsa Group's innovation company, the partnership seeks to deliver innovative fiber-based food packaging that protects perishable food products and extends shelf life. The full solution will be recyclable in the paper stream in most European markets, with a Confederation of European Paper Industries (CEPI) recyclability score of over 80%.

Amcor also collaborates with customers to produce packaging incorporating bio-based resins in place of conventional fossil fuel-based resins. When considering the potential for broader adoption of bio-based resins, it is important to carefully assess the land use, water, biodiversity and labor footprint of these materials to mitigate the risk of unintended consequences on food supplies, water sources and human rights. We work with customers and suppliers to understand these dynamics and provide support in selecting the most appropriate materials based on their unique needs.

INNOVATION

Amcor develops paper refill pack for instant coffee and dry beverages

Our newly launched AmFiber paper refill pack is certified for recyclability by CEPI and Aticelca, offering curbside recyclability in several European countries.

It enables brands to reduce the carbon footprint of their dry beverage packaging by up to 73%, including reductions to non-renewable energy use (71%) and water consumption (41%).*

*Based on an ASSET LCA comparing the baseline PET/ALU/PE pouch with AmFiber performance paper pouch using a cradle-to-grave methodology.



 INNOVATION

Amcor and Riverside Natural Foods launch snack bars in paper-based packaging

Amcor was proud to collaborate with Riverside Natural Foods, a leading certified organic snack producer, to launch MadeGood Trail Mix Bars in AmFiber packaging, using paper-based laminate made with FSC®-certified (C206475) fiber.

This category-first solution delivers curbside recyclability in the US paper recycling stream without compromise on package performance.

Compared to traditional bar wrap, the package reduces the amount of virgin plastic by 77% and has been certified by Western Michigan University to meet repulpability standards necessary for the recycling process.



77%
reduction in the
use of virgin plastic

 INNOVATION

Amcor sets a benchmark in paper-based confectionery packaging

Amcor partnered with a leading European confectionery brand to develop 80% paper-based packaging for its new line of chocolate bars.

The paper-based packaging aligns with the brand's environmental goals while preserving the quality and appeal the company is renowned for.

To make the packaging more sustainable, the design minimizes the use of dark colors, ensuring compatibility with infrared sorting for easier identification of base materials during the recycling process. Additionally, the absence of dark tones improves the quality of recovered fibers, resulting in cleaner recycled materials.

Product innovation continued

Designing for future life

STRATEGY

Amcor is committed to designing our packaging in a way that enables it to be collected and recycled, reused or composted, helping to ensure that its value extends beyond its initial use.

We adhere to widely accepted design principles for packaging recyclability and compostability, doing our part to help our packaging successfully arrive in and navigate through the correct waste stream after consumer use. We are also investing in new designs that contribute to different types of packaging reuse models.

We work closely with customers, recyclers and industry groups to ensure our packaging meets evolving infrastructure and regulatory requirements. By integrating end-of-life considerations into the earliest stages of design, we help to reduce waste, conserve resources and support the transition to a circular economy for packaging.

TAKING ACTION

Design for recycling

In alignment with the United Nations' Global Commitment, Amcor defines packaging recyclability through two key categories: recyclable packaging and recycle-ready packaging.

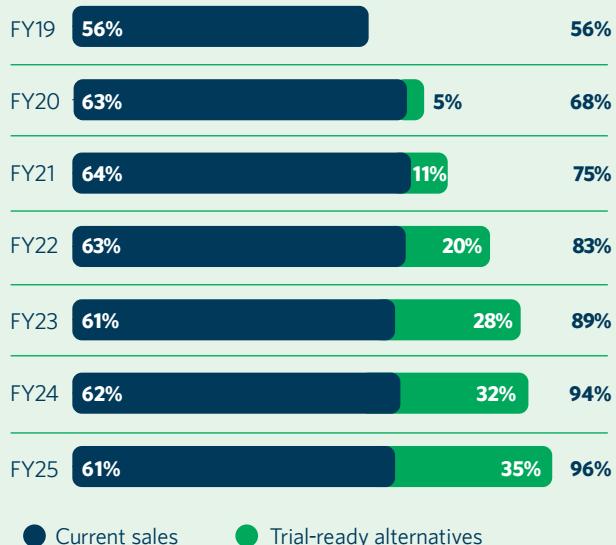
For reporting purposes, we combine both categories into a single metric: total production of products that meet recyclability guidelines. In FY25, we achieved \$8 billion in total revenue from products that meet recyclability guidelines. This represents 72% by weight of our total production, equivalent to 1,712,000 metric tons of packaging.

Recyclable packaging is recyclable in practice and at scale, meaning it has a 30% post-consumer recycling rate in multiple regions collectively representing at least 400 million inhabitants. In FY25, 96% of our rigid packaging production by weight was recyclable in practice and at scale. Additionally, all of the paper-based packaging produced by our Specialty Cartons business has been certified as recyclable by the Institute Cyclos-HTP. In total, Amcor produced 1,115,000 metric tons of recyclable packaging in FY25, representing \$3.7 billion in revenue.

Recycle-ready packaging is designed in a way that enables it to be recycled using current technologies, though the infrastructure for collecting, sorting and recycling may not yet be widely available. Amcor's flexible packaging falls into this category. In FY25, 49% of our flexible packaging production by weight was recycle-ready, representing 597,000 metric tons of packaging and accounting for \$4.3 billion in revenue.

One challenge we face with this production-based metric is that it accounts only for the recycle-ready products that we sell and not the recycle-ready options that we have available. While our commercial teams partner closely with customers to bring more recycle-ready packaging to the market, we ultimately lack control over the pace at which our customers implement circular packaging solutions. For this reason, we also track design-based metrics focused on the portion of our portfolio for which a recycle-ready solution exists. In FY25, we had recycle-ready solutions for 96% of our flexible packaging portfolio by square meter. We track this metric most accurately by area (square meter), but we also track it by weight (93%) and by sales (91%) to enable comparability with other recyclability metrics.

Flexible plastic packaging portfolio with recycle-ready solutions (by area)



 INNOVATION

Collaboration with Cofigeo results in more sustainable and convenient multicompartiment tray

Amcor has designed and produced a bespoke three-compartment ready meal tray for a new range of single-serve ambient microwaveable ready meals from specialist French manufacturer Cofigeo.

In line with Cofigeo's sustainability commitments, the tray has been created to conform to Design for Recycling guidelines, offering a lightweight mono material PP construction that is suitable for collection and reprocessing in France's recycling infrastructure.

The multi-layer PP tray incorporates a barrier that delivers over 12 months' ambient shelf-life. The tray is manufactured in a near-infrared (NIR) terracotta masterbatch, ensuring it can be recognized by NIR sensors in recycling facilities.


 INNOVATION

Amcor secures commercial order for AmSky Blister System

Amcor announced a commercial order of AmSky Blister System with the launch of a new chewing gum currently available in major retailers across the US. The high-density polyethylene (HDPE) AmSky Blister System was selected for its superior functionality while providing a more sustainable packaging solution.

AmSky Blister System has been recognized by the Association of Plastic Recyclers (APR) for meeting or exceeding the most strict Critical Guidance Protocol for the North American polyethylene (PE) film stream, as well as receiving an Institute Cyclos-HTP rating of 87% for HDPE rigid stream and 73% for mixed flexible plastics (polyolefins).



Product innovation continued

Amcor and Fedrigoni launch recycle-ready wet wipe packaging

Amcor partnered with Fedrigoni, a global leader in the manufacture of specialty papers for packaging, self-adhesive labels, graphic media and RFID – to develop a recycle-ready flexible packaging solution for wet wipe applications.

The combination of Amcor's AmPrima Plus flow wrap and Fedrigoni's semi-rigid label has produced a wet wipe pack that has been certified as recyclable by RecyClass and Institut cyclos-HTP, and can be recycled in PE recycling streams across Europe. Additionally, the flow wrap solution can incorporate PCR content, paving the way for greater PCR integration.

Brands can cut the weight of their packaging by up to 15% when compared to traditional, multi-material packs with a rigid label.


✖ INNOVATION

Sports closure enhances drinking experience and sustainability

Amcor is supplying our Secure Flip 26mm tamper evident sports cap to enhance the recyclability of a popular range of children's drinks in Austria.

The tethered closure remains fixed to the bottle rather than being discarded, preventing litter and enabling both the bottle and the cap to be collected for recycling where the appropriate infrastructure is in place.

The colored tamper-evident band, which enables users to easily and visually confirm that the product has not been altered since it left the manufacturer or filler, is not detachable and is retained within the closure after opening.



 INNOVATION

Versalite™ cups receive APR Design® for recyclability recognition

Versalite is an innovative patented technology that offers exceptional insulation for both hot and cold beverages while also prioritizing recyclability.

The Versalite to-go cups are made from PP and are recyclable where the appropriate recycling infrastructure is in place.

The APR Design Recognition provides third-party validation that the Versalite cup design and packaging components meet the highest criteria for recyclability and are compatible with the North American recycling system according to the APR Design Guide for Plastics Recyclability.

 INNOVATION

Amcor and Agropur develop recycle-ready premium cheese packaging

As part of Amcor's commitment to advancing responsible packaging solutions, we partnered with Agropur, the largest dairy cooperative in Canada, to deliver a sustainability-focused redesign of its Agropur Grand Cheddar™ premium cheese packaging. The transition from a paperboard overpack to an all-flexible format using AmPrima Plus recycle-ready flow wrap resulted in an 82% reduction in packaging weight, dramatically lowering material usage, GHG emissions and supply chain costs. This solution meets the stringent recyclability protocols of the APR and aligns with the Consumer Goods Forum's Golden Design Rules, reinforcing Amcor's leadership in more sustainable innovation.



Product innovation continued

Design for reuse

Reusable packaging can be refilled and used again for its original purpose. Amcor offers a range of packaging solutions that support the broader adoption of reuse models, though they may differ between markets based on the unique combination of product type, distribution channel, local culture, demographics and infrastructure.

Amcor's rigid packaging innovation center in Manchester, Michigan, houses a state-of-the-art facility that enables rapid in-house testing of new reusable designs and innovations. It includes equipment to simulate multiple uses, including temperature cycles, transportation and multiple washes with different scenarios, detergents and caustic cleaning solutions. Comprehensive testing ensures our packaging reliably delivers the intended number of reuse cycles for each product. We have also developed and deployed a tracking technology that allows customers to gain insights into usage data for their reusable packages, such as how frequently the containers are used, how many times they have been used and return rates.

Historically, one of Amcor's key markets for reusable packaging has been refillable beverage containers. An example of refillable packaging is our durable polyethylene terephthalate (PET) bottles for water and carbonated soft drinks, which can last for up to 25 uses and are developed in collaboration with major beverage companies for use in markets that have refill programs for such products. In FY25, our revenue from reusable packaging systems like these was approximately \$15 million, representing 4,600 metric tons of production.

Another way we contribute to reuse models is through the production of refill-at-home dispensers and their associated refill pouches. Each refill pouch enables consumers to refill the durable dispensers multiple times.

Amcor's combination with Berry significantly expanded our footprint in the reusable packaging space, adding a broader mix of solutions focused on reuse to our portfolio. These include refillable packaging for beauty and personal care products and reusable cups and lids that support more sustainable on-the-go beverage consumption.

Design for compostability

Compostable packaging is designed to biodegrade in an industrially managed composting or anaerobic digesting system or home composting system according to relevant industry standards. Amcor believes the decision to use this type of packaging should be made with full consideration of its complexities. In addition to being made from a compostable material, a compostable package requires specific conditions and infrastructure in order to actually biodegrade and must comply with specific compostability regulations and standards. Industrial composting infrastructure is frequently unavailable in markets where compostable packages are sold. In general, we find compostable packaging is best suited to applications where the packaging facilitates the composting of food waste and where both are composted together, such as tea that remains inside the tea bag after use.

Amcor offers several standard compostable packaging solutions within our portfolio, such as our LifeSpan® fresh produce film and our AmFiber Dual Life paper-based recyclable and compostable packaging solution, which is curbside recyclable through established paper recycling streams and also meets compostability requirements. We collaborate closely with our customers to assess opportunities for compostable packaging on a case-by-case basis in order to ensure they identify the packaging solutions that are truly best from product protection, environmental and branding perspectives.

 INNOVATION

New, refillable milk bottles offer lightweight alternative to glass

We partnered with Abel & Cole, a pioneer in sustainable food delivery, to supply bottles for its Club Zero Refillable Milk delivery service.

Made with widely recyclable PP, the bottles can be refilled up to 16 times before being recycled and produce fewer transport and processing GHG emissions compared to heavier glass bottles, challenging the conventional use of glass bottles for home milk delivery.



Amcor and Mespack develop 2-liter stand-up refill pouch for Home Care products

Amcor worked with Mespack to develop a recycle-ready, 2-liter stand-up pouch tailored to home care essentials like liquid soaps, cleaners and laundry detergent. By combining Mespack's packaging machinery expertise with Amcor's materials innovation, this collaboration tackles the technical challenges of scaling up more sustainable packaging solutions for larger formats.

The new refill pouches are made using AmPrima recycle-ready solutions. The flexible spouted pouches use less plastic than traditional home care packaging, delivering a reduction of up to 90% in packaging weight compared with HDPE bottles, with up to 80% lower carbon footprint*. They enable consumers to refill the bottles they already have over and over again, resulting in a lower packaging carbon footprint. Refill pouches like these are an important way Amcor's flexible packaging contributes to a reuse economy.

 INNOVATION

90%
reduction in packaging weight compared to HDPE bottles

*Based on an ASSET LCA comparing standard HDPE rigid bottles with pump with AmPrima mono-PE pouch using a cradle-to-grave methodology.

Product innovation continued

INNOVATION

Circular design stick and refill in smaller sizes offer new opportunities in personal care

We introduced three smaller sizes—15 ml, 20 ml and 25 ml—to our Exclusive Stick and Refill range, providing a convenient, attractive and refillable on-the-go pack solution.

Ideal for face color cosmetics, lip care, multi-use cosmetics and sun care, the new sizes maintain the Exclusive range's offering of an aesthetic brand-enhancing pack, which has been designed incorporating circularity principles of reducing waste, circulating products at their highest value and recycling them at the end of their life.

The stick can be manufactured in PCR plastic and its mono-material PP construction enables recyclability where appropriate recycling infrastructure exists, at the pack's eventual end of life. The Exclusive Refill stick offers a weight saving of approximately 11.5 g over the initial stick and can be produced in up to 100% CleanStream PCR PP, which is suitable for contact sensitive applications.



INNOVATION

Reusable cups support returnable cup initiative

Our range of reusable plastic cups has been selected for the pioneering Borrow Cup 'collaborative returnable cup initiative', which was launched in Glasgow, UK, at the end of January 2025. Borrow Cup provides a shared system that enables consumers to avoid disposable cups by borrowing a returnable cup from any participating location.

The reusable cups, manufactured in PP and available in standardized 8 oz, 12 oz and 16 oz sizes with a universal lid for all three, were selected for the project thanks to their durability, easy-clean design and dishwasher-safe construction. The cups can be recycled when they finally reach their end of life, where appropriate recycling facilities exist.



Value chain collaboration

Amcor's expertise in innovation and our investments in responsible packaging design are strengthened by strategic partnerships that help to advance elements of the circular economy that are beyond our direct control.

We work with global and regional partners in markets around the world to develop waste management and recycling infrastructure, with an aim to ensure the recyclable packaging we produce can be recycled in practice and at scale. Many of these partnerships include an element of consumer engagement to empower consumers with clear information on disposal after use and encourage participation in available recycling programs.

We believe it is vital to share our technical knowledge with stakeholders across the packaging value chain to guide adoption of circular packaging solutions, create alignment on design for circularity principles and craft effective policy.

Through our combination with Berry, we have broadened our reach and recommitted to support impactful initiatives across the value chain. The integration has provided an opportunity to assess our alignment with the core aims and policy positions of our partners. This exercise ensures that we will continue prioritizing working with organizations that support our commitments to developing a circular economy for packaging and achieving our decarbonization goals.

Partnering for impact

STRATEGY

Amcor collaborates with organizations that are focused on solving on-the-ground challenges related to setting up effective, scalable recycling systems, encouraging consumer participation in recycling and creating markets for recycled materials. Since 2018, when Amcor became one of the first signatories of the Global Commitment, the industry has made great progress toward circularity. However, downstream activities related to the end of use remain a challenge for the packaging value chain.

Waste management infrastructure has not evolved as quickly as expected and countries around the world are still experiencing low participation rates in recycling programs. Without the right systems to collect, sort and recycle packaging after use and to educate and engage consumers in recycling, the achievements made upstream in packaging design and materials are not able to yield the full benefits of circularity.

Amcor works with industry groups, non-governmental organizations (NGOs) and policymakers to help close these gaps and accelerate progress toward a more effective global recycling system.

TAKING ACTION

Amcor partners with hundreds of organizations around the world, most of which are involved in work to support the development of a circular economy for packaging.

Global partnerships, like those led by the Alliance to End Plastic Waste and Delterra, leverage scale and reach to advance the development of technology and infrastructure for collecting, sorting and recycling plastic waste.

We also partner with local organizations on matters such as providing education and recycling equipment directly to consumers, instructing consumers where to find recycling locations and empowering local industry to have an active voice in waste policies. For example, we collaborated with Circula Flex in Brazil to strengthen the reverse logistics of flexible packaging in the country. This work aims to connect waste-picker cooperatives and recycling companies to try to develop recycling chains for different post-consumer flexible packaging.

Value chain collaboration continued



JOINING FORCES TO IMPROVE FILM AND FLEXIBLE RECYCLING RATES IN CALIFORNIA

Amcor is a member of The Recycling Partnership's Film and Flexibles Recycling Coalition. In 2025, the group launched CalFFlex, a targeted program with investment to improve the recycling rates of film and flexible packaging in the state of California in line with expectations outlined in state legislation. CalFFlex aims to create and deliver a blueprint for film and flexible packaging by April 2026. It leverages initial data resulting from grants that funded projects at two California recycling facilities, with additional insights from 50 projects over the past five years. It is also assessing the end-market landscape for film and flexible packaging. Starting in 2026, the effort will include collaboration with external partners to make investments in key end markets to expand their ability to absorb the increase in collected residential film and flexible packaging.

Achieving a circular economy and improving packaging sustainability requires collaborative partnerships that drive systemic change.

 Countries with regional partnerships



CHANGING WASTE DISPOSAL BEHAVIORS IN BRAZIL

Amcor is a Global Strategic Partner to Delterra, a global nonprofit dedicated to accelerating the transition from linear waste systems to a circular economy. In 2024, Delterra—in collaboration with Instituto Recicleiros and with the support of the Alliance to End Plastic Waste—designed and implemented a citywide behavior change blueprint in Guaxupé, Brazil. The result: a community-wide rollout that reached over 20,000 households and more than doubled recycling rates.



PARTNERING TO BRING ADVANCED RECYCLING TO THE UK

Greenback Recycling Technologies announced the first UK deployment of its Enval® advanced recycling module at Amcor's facility in Heanor, where it will undergo a six-month commissioning and trial phase. The partnership aims to showcase the potential for co-locating modular recycling units within existing industrial infrastructure. The installation will provide important learnings for scaling circularity, as it will predominantly convert household post-consumer flexible packaging waste.



IMPROVING HOUSEHOLD WASTE COLLECTION IN INDONESIA

Amcor is a member of the Alliance to End Plastic Waste, a global nonprofit with the purpose to lead the creation of a circular economy for plastic. In 2024, the alliance launched a pilot scheme that introduced separated household waste collection in the Malang Regency, Java. About 4,500 households in four villages enrolled in the pilot, which saw a 65% participation rate to date. Throughout the course of 2025, the pilot will expand to 12 villages and 18,000 households.

Global partnerships	Focus
The Alliance to End Plastic Waste	Consumer engagement and collection; sorting and recycling infrastructure
Delterra	Consumer engagement and collection; sorting and recycling infrastructure
Business Coalition for a Global Plastic Treaty	Regulation
The Ellen MacArthur Foundation	Packaging design
The Consumer Goods Forum	Packaging design; regulation

For a full list of regional partnerships focused on packaging circularity, see this report's Appendix.

Value chain collaboration continued

Sharing technical expertise

STRATEGY

We believe a key component of enabling a circular economy for packaging is using data to establish a fair, balanced, fact-based dialogue to ensure we are supporting customers with their responsible packaging strategies. Amcor's deep expertise in packaging uniquely positions us to lead industry-wide change on this important topic.

At the heart of our work is our commitment to supporting the development of a circular economy for packaging. We do this by helping our customers to understand what is technically possible in responsible packaging design. Beyond our customer relationships, we share our unique technical expertise with NGOs, industry associations and other collaborators to help guide their efforts.

TAKING ACTION

We engage with stakeholders to share knowledge and insights that we believe will help advance circularity across the packaging value chain.

Development of design guidelines: Our packaging experts participate in the development of global standards in design for recyclability, working to align the packaging industry toward a common goal. We contributed to the development of several guidelines focused on the recyclability of plastic packaging, including the Consumer Goods Forum's Golden Design Rules, the Designing for a Circular Economy guidelines published by the Circular Economy for Flexible Packaging (CEFLEX) initiative and the Design Guides for flexible packaging developed by the APR's film committee. In Europe, our teams contributed to the European Committee for Standardization (CEN) working group to create harmonized design specifications for recycling guidelines for plastic packaging that will be used as a basis for the PPWR delegated act on recyclability. We also supported the work of 4evergreen to draft an internal design for recycling guidelines for fiber-based packaging.

Thought leadership: Our Big Ideas series of external webinars and podcasts, available on our public website, offers deep dives on a range of technical topics such as how to design more sustainable pharmaceutical and medical device packaging, how to incorporate recycled content into secondary packaging films and how to use advanced recycled content in food and healthcare packaging.

We provide education about how new or emerging laws might affect the packaging industry and how customers can consider adjusting their packaging strategy in light of changing legislative requirements. For example, for several years we have hosted webinars related to the EU PPWR, helping attendees to understand how the regulation was taking shape and what the expected implications for the packaging industry would be. We held the most recent webinar in early 2025 shortly after the final PPWR was published.

Research: We regularly conduct, review and share research related to circularity topics through our public website. In FY25, we partnered with consultants and local recyclers in Brazil to test how AmFiber Performance Paper could affect the country's paper recycling stream. The study surveyed the paper recycling market and conducted laboratory and machine tests at recyclers to provide a comprehensive view of how the packaging would perform in real-world recycling systems in Brazil. The findings offer science-based, real-world evidence confirming AmFiber's recyclability within Brazil's system.

To ensure consumers can play an effective role in a circular economy for packaging, it is vital to understand their attitudes toward sustainability, the environment and their role in protecting it. Amcor experts have hosted several customer-facing webinars focused on explaining research and trends related to consumer perspectives on packaging sustainability.

Amcor University: Amcor offers training on circularity topics and advancing circular solutions at our innovation centers through the Amcor University program. In FY25, we launched Amcor China Packaging University, China's first open technology and knowledge-sharing platform for the packaging industry. The first course brought Amcor's experts together with 32 participants from 16 customers to learn, connect and co-create, ultimately delivering better packaging to serve the evolving demands of Chinese consumers.

Our International Center of Excellence and Circular Innovation Hub, located in Barcelona similarly offers an immersive space that showcases the company's design for circularity capabilities, with the aim of educating, inspiring and co-creating with global customers, industry partners and students.

Advocating for effective policy

STRATEGY

Governments have an important role to play in providing waste management and recycling services as a public good. Effective policies are needed to support recycling, waste management, climate impact and other issues. It is essential that legislators and regulators have the information they need to deliver policy solutions that achieve the intended outcomes.

Amcor's advocacy and public policy efforts focus on empowering this audience with science and research to support their policymaking activities. We aim to make sure that policy is focused on delivering successful waste management and recycling infrastructure.

TAKING ACTION

Across our global business, Amcor monitors the emerging policy landscape and engages in advocacy activities to support proposed policy solutions that are effective, transparent and fair. We and other members of the packaging value chain have a role to play in advocating for policies that allow for innovation and competition in a resource-efficient manner, while addressing waste, climate change and other environmental impacts.

Amcor has a structured process in place to ensure all external engagement activities are consistent with our environmental commitments.

Prior to engaging in advocacy or external representation, we review proposed positions internally to confirm alignment with our environmental commitments. Cross-functional teams—including sustainability, policy, compliance and legal—assess whether the position supports our long-term goals. All external materials, such as position papers, consultation responses and public statements, undergo approval through our governance process. The senior leadership, together with Amcor's sustainability function, confirm advocacy messaging and its consistency with our commitments, including that it does not conflict with broader policy goals, such as the EU Green Deal or the Paris Agreement.

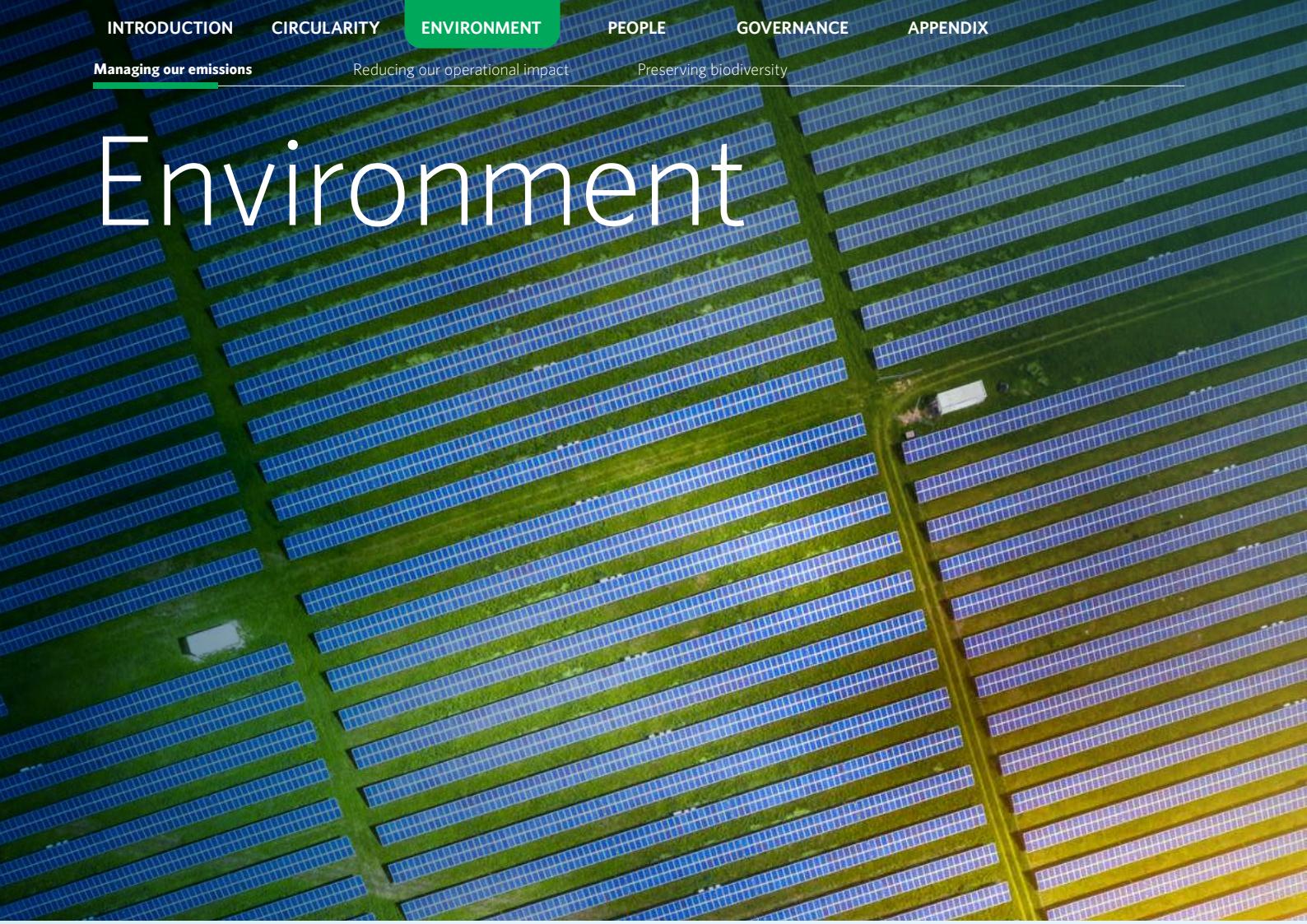
We regularly monitor and reassess our positions and our external engagement to ensure consistency with our sustainability roadmap. This includes periodic reporting to the management and public disclosure of our advocacy positions. We review our engagement strategy annually and update it to reflect evolving policy, stakeholder expectations and responsible business practices. We engaged in strategic advocacy work throughout FY25 to promote a regulatory environment that supports packaging sustainability and circularity objectives.

Our advocacy campaign incorporates engagement via organizations and trade associations, as well as direct engagement with governments and institutions. For example, at the Conference of the Parties (COP 16) in Santiago de Cali, Colombia, Amcor contributed to a roundtable discussion sharing insights on the global shift toward a circular economy and more sustainable consumption practices. In North America, our teams worked with industry partners to advocate for legislation related to product recyclability and developing standards for claims about recyclability, including meeting with policymakers on Capitol Hill. Executives from Amcor Rigid Packaging also held lobbying days, where they met with state legislators to advocate for policy that promotes a circular economy for packaging.

In March 2022, the United Nations Environmental Assembly adopted a historic resolution to develop an international legally binding instrument to end plastic pollution. The Intergovernmental Negotiation Committee (INC) on Plastic Pollution was tasked with developing this instrument. Amcor is proud to have been present at all sessions of the INC negotiations over the past several years, where we have worked with our industry partners and the Business Coalition for a Global Plastics Treaty to represent the perspectives of a packaging industry committed to developing a circular economy for packaging. We will continue to support an effective treaty that will help to reduce plastic pollution.

No Amcor funds or assets were used for political contributions in FY25, nor were there any requests for board approval to make a political contribution.

Environment



20%

reduction in absolute GHG emissions
achieved compared to FY22 baseline

75%

of operational waste
was recycled

30%

of electricity was renewable, up
100% compared with the previous year

100%

of sites had water
management plans in place

120

sites were certified as
“zero waste to disposal”

12,000

material-specific emission factors
were collected from suppliers

Managing our emissions

Managing GHG emissions drives change across our operations and value chain. This helps to strengthen and future-proof both our business and supply chain.



“

Our ambitious goals and focused strategy show Amcor's commitment to lead in sustainability. Our progress demonstrates our emphasis on delivering sustainability with good economic stewardship.

David Clark

Chief Sustainability Officer

Managing GHG emissions is a critical part of Amcor's sustainability commitment and long-term business strategy. In addition to helping reduce our contribution to climate change, it supports operational resilience, regulatory preparedness and customer expectations.

Our footprint spans a complex network of manufacturing sites, supply chains and material inputs. Following our combination with Berry, that footprint doubled, increasing the reach and scope of our impacts. With such scale comes both responsibility and opportunity. By reducing emissions across our operations and value chain, we are helping to build a more efficient, future-ready business while contributing to the broader transition towards a lower-carbon future.

Amcor's progress in FY25 reflects the strength of our climate strategy and the momentum behind our Decarbonization Roadmap. Looking ahead, our focus will be on scaling impact, strengthening data transparency and deepening collaboration across our value chain.

Managing our emissions continued

STRATEGY

Amcor's near-term and net-zero science-based targets guide our approach to reducing GHG emissions. They include Scope 1 direct GHG emissions that are controlled or owned by Amcor, Scope 2 indirect GHG emissions that are associated with Amcor's purchase of electricity, steam, heat or cooling and Scope 3 indirect GHG emissions that are associated with Amcor's upstream and downstream activities.

These targets, which were validated by the Science Based Targets initiative in 2024, commit us to reducing absolute Scope 1 and 2 emissions by 54.6% and Scope 3 emissions by 32.5% by 2033, and to reducing our total emissions by 90% by 2050, compared with a 2022 baseline.*

These commitments are designed to cap total emissions regardless of business growth and align our climate strategy with the global ambition to limit warming to 1.5°C.

To support our climate commitments, we have developed a Decarbonization Roadmap that outlines the key levers to reduce emissions across our global business. It informs capital investment decisions, supplier engagement strategies and product innovation priorities, and helps to make sure that climate considerations are integrated into our long-term strategic planning.

The Decarbonization Roadmap is built around a focused framework that identifies our five most impactful areas for GHG reduction.

The primary levers target the largest sources of emissions within our operations and value chain:

- Renewable electricity:** We expect transitioning to low-carbon energy sources across our global footprint to be the single largest contributor to our Scope 1 and 2 reduction targets. We estimate this lever will contribute around 31% of the total reductions required to meet our near-term goals.
- Supply chain engagement:** Our Scope 3 supplier engagement program focuses on reducing the carbon footprint of the raw materials we purchase. We estimate this lever will contribute around 27% of total reductions required to meet our near-term goals.

• **Recycled content:** Incorporating post-consumer mechanically recycled materials into packaging has the potential to significantly reduce the carbon footprint of our products. We estimate this lever will contribute around 18% of the overall reductions required to meet our near-term goals.

• **Product redesign:** Product redesign includes several techniques that help to reduce a package's carbon footprint, including material reduction, the use of lower-carbon materials and design for recyclability. We estimate that this lever will contribute around 16% of total reductions required to meet our near-term goals.

• **Operational efficiency:** We focus on driving continuous improvement and energy, waste and water efficiencies across our sites, as described in the "Reducing our operational impact" section of this report. This lever plays a critical role in supporting progress across the other four levers and ensuring emissions reductions are embedded into daily operations.

Together, these levers form the backbone of our climate and decarbonization strategy, which is governed through a multitiered structure that ensures both accountability and integration. Our Chief Sustainability Officer leads the development and execution of this strategy, sponsored by our Chief Executive Officer and global leadership team. Our global network of sustainability teams collaborates with procurement, operations, R&D and commercial leaders to implement the strategy and embed climate considerations into day-to-day decision-making. We track progress against these targets quarterly and present the results to Amcor's global management team and board of directors.

Following our integration with Berry, we are expanding our decarbonization strategy to reflect the combined footprint, capabilities and innovation potential of the new business.

We are in the process of re-baselining our science-based targets to reflect the new combined company's updated footprint. We submitted the updated baseline for validation in early FY26. We do not anticipate this update will impact our established near-term or net-zero science-based target percentages.

*Our Scope 1 and 2 target boundary includes biogenic land-related emissions and removals from bioenergy feedstocks. Our Scope 3 target boundary covers purchased goods and services, fuel and energy-related activities, upstream transportation and distribution, waste generated in operations, and end-of-life treatment of sold products — representing 67% of Amcor's total Scope 3 footprint.

TAKING ACTION

Amcor's teams are working to operationalize our decarbonization strategy through targeted initiatives that reduce emissions, improve efficiency and support the transition to a low-carbon economy. Business group sustainability leaders coordinate these efforts, supported by internal governance, external partnerships and site-level innovation.

Renewable electricity

We continue to expand our sourcing of renewable electricity through a combination of virtual power purchase agreements, on-site generation and regional certificates. These efforts directly reduce our Scope 2 emissions by replacing grid electricity with lower-carbon alternatives.

Our corporate procurement and sustainability teams facilitate monthly strategy planning sessions with energy procurement teams, focusing on topics such as renewable energy policy development, budgeting and financing approaches and risk assessment. Amcor's Renewable Energy Toolkit supports these efforts, providing guidance on sourcing mechanisms, regional considerations and project implementation.

On-site generation projects, such as our new solar farm at Amcor Flexibles Barcelona, deliver emissions reductions and cost savings. These initiatives also enhance operational resilience and support regulatory readiness. More information on our work with renewable energy can be found in the "Energy management" section of this report.

New renewable electricity projects contributed to a

100%

year-over-year increase in renewable electricity use

Supply chain engagement

Our Scope 3 supplier engagement program focuses on reducing the carbon footprint of the raw materials we purchase. We host annual Supplier Sustainability Summits with our suppliers whose materials contribute most significantly to our carbon footprint. At the summits, we share expectations for verified emissions data, long-term reduction roadmaps and alignment with science-based targets.

Following Amcor's latest summit in March 2025, our procurement team members engaged directly with all 113 in-scope suppliers to share instructions and details on methodology, and scheduled follow-up meetings to clarify expectations and answer questions. We remain in contact with all of our suppliers engaged in this project at regular times throughout the year, at which we monitor progress and discuss opportunities for continued collaboration. Our goal is not only to gather accurate data from each supplier, but also to work as partners on a long-term journey to reduce GHG emissions across the supply chain.

In FY25, we collected information about the carbon footprint of over 12,000 different materials we purchase, which we also refer to as emission factors. This information helps us more accurately calculate our carbon footprint and pinpoint specific opportunities for reducing it through our sourcing activities. For example, Amcor Flexibles Europe, Middle East and Africa (EMEA) realized a 109,000 metric ton reduction in its carbon footprint by closely collaborating with suppliers to reduce the emissions factors of the raw materials it purchased from them.

In FY25, we engaged

113

suppliers to collect information about their carbon footprints

Managing our emissions continued

After we receive material-specific emission factors from suppliers, our procurement and sustainability teams work closely with them to validate the factors and develop product-specific reduction plans. These efforts help reduce Scope 3 emissions associated with purchased goods and services, which represent the largest share of Amcor's total carbon footprint. We expect our suppliers to commit to a minimum 30% reduction in the emissions of the products we purchase by 2030 and to demonstrate progress through regular reporting and engagement. We also ultimately expect our suppliers to set their own science-based targets or similarly ambitious goals to reduce GHG emissions.

Recycled content

Amcor is scaling the use of PCR materials across our packaging portfolio. Through our AmFiniti brand, we offer recycled materials for both rigid and flexible formats, helping customers to meet sustainability goals while reducing

our own Scope 3 emissions. Using recycled content in our packaging can help to reduce emissions by avoiding the energy-intensive processes associated with virgin material extraction and production. In FY25, we continued to secure supplier agreements to guarantee access to recycled materials in key regions, and collaborated with customers to integrate PCR content into their packaging. These efforts support our broader circularity goals, help reduce reliance on virgin fossil-based inputs and reduce our supply chain emissions relating to purchased goods.

233,000 metric tons
total PCR materials used

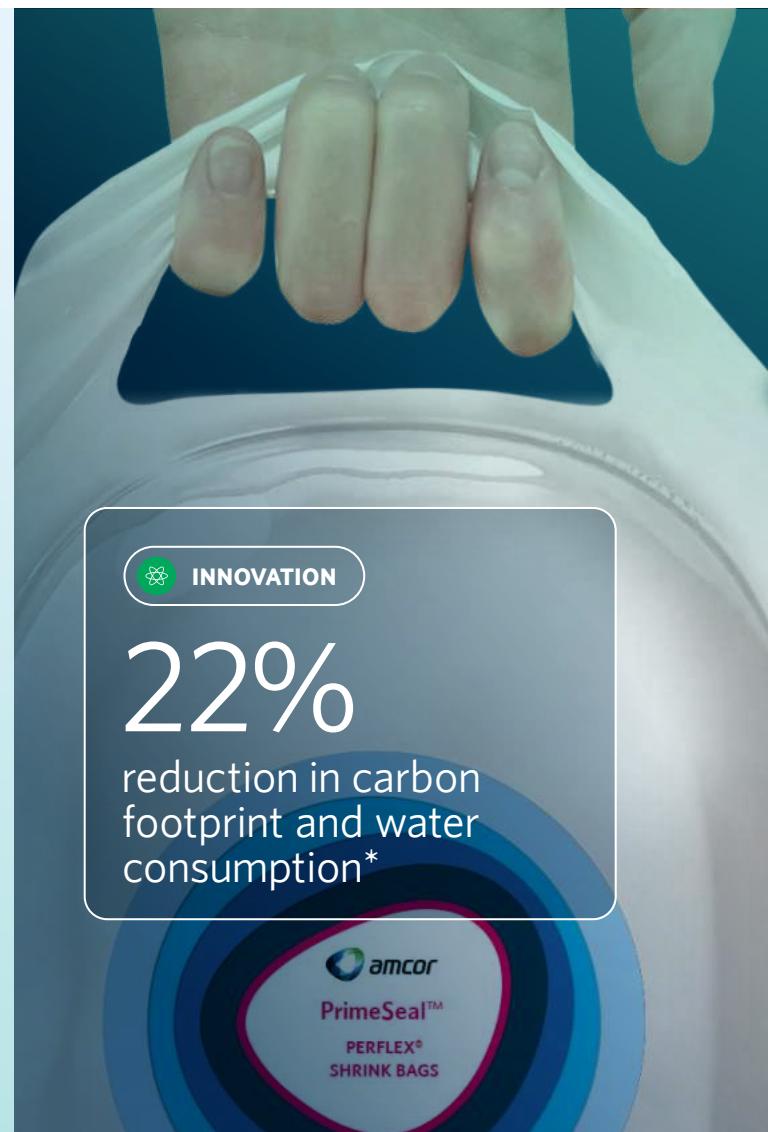
First-of-its-kind shrink bag reduces material use and improves production efficiency

We were proud to launch a revolutionary turkey breast package made with our new Perflex® shrink bag design, featuring a built-in handle that reduces packaging material and improves efficiency.

Traditional turkey packaging utilizes a net around the product to create a strong carrying handle. The new Perflex handle bag reduces waste and improves efficiency during production by eliminating the manual netting process.

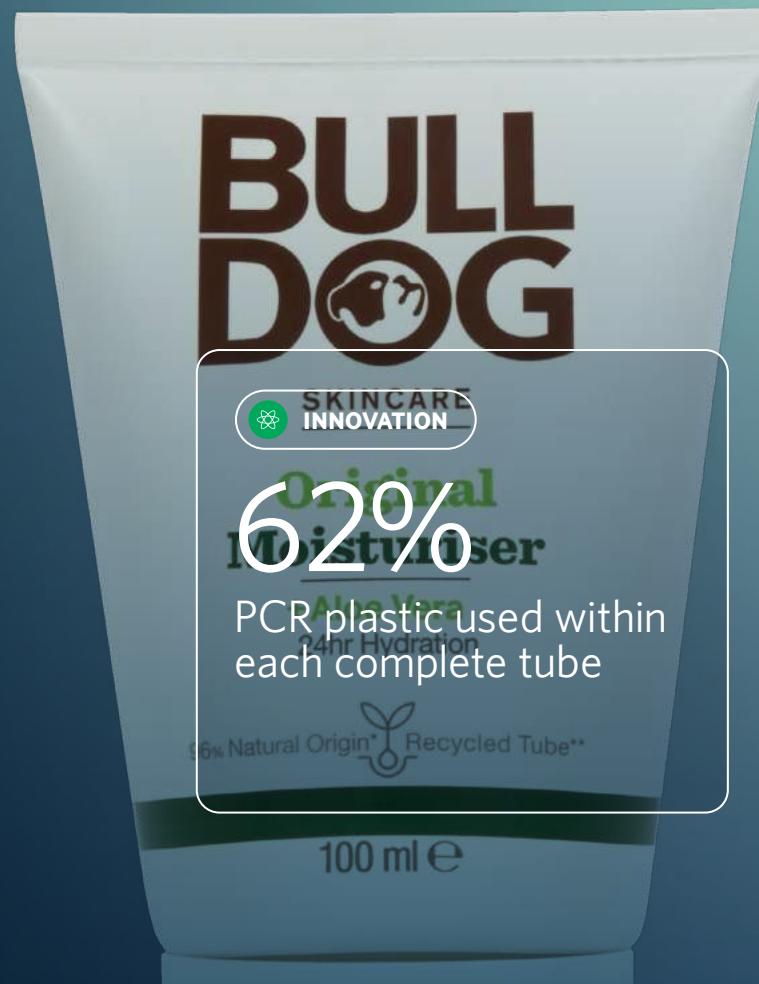
Removing the additional packaging material achieves a more convenient and sustainable package. For example, when comparing a turkey breast package using the Perflex shrink bag design with an incumbent alternative that required a net around the product, we achieved a 22% reduction in the carbon footprint, a 23% reduction in non-renewable primary energy demand and a 22% reduction in water consumption.*

*Based on an ASSET LCA comparing the baseline netted turkey breast bag with Perflex handle bag, based on cradle-to-grave methodology.



Amcor achieves over 16% plastic reduction in flexible tubes for Bulldog

Through our ongoing partnership with skincare brand Bulldog, we have achieved significant material reductions. The 16.67% decrease in the wall thickness of each tube sleeve for the 50 mm diameter flexible tubes used across a number of Bulldog products is expected to save approximately 8.5 metric tons of plastic annually. In addition to the lightweighting, Amcor increased the amount of PCR plastic used within the complete tube to over 62%.



Product redesign

Amcor's product redesign efforts are focused on reducing the environmental footprint of our packaging by improving material efficiency, switching to lower-carbon inputs and enhancing recyclability. These initiatives are driven by our global R&D network and innovation centers, which collaborate with customers to develop packaging solutions that meet performance requirements while supporting sustainability goals.

Redesigning packaging to use fewer materials or alternative substrates directly reduces emissions associated with raw material extraction, production and transport. Weight reduction and reducing the gauge cut the volume of materials required per unit, while switching to lower-carbon materials often helps to reduce Scope 3 emissions tied to purchased goods and services.

Our teams also focus on designing packaging that is compatible with existing recycling systems, which supports circularity and can help to reduce end-of-life emissions. These efforts are guided by internal design standards and supported by life cycle assessment tools that help to evaluate the environmental impact of

different design choices. We use our ASSET LCA system to evaluate the environmental impact of different design options and identify opportunities for improvement.

ASSET helps customers to make informed design decisions that reduce the environmental footprint of their packaging. It evaluates each step of the packaging life cycle, generating data on carbon and water footprints and enabling cradle-to-gate or cradle-to-grave comparisons across up to six packaging formats. ASSET is certified biannually by The Carbon Trust and is grounded in internationally recognized LCA standards and methodologies. In FY25, we conducted 1,556 ASSET assessments for customers.

Product redesign can also help to reduce GHG emissions for our customers by making their manufacturing and packaging processes more efficient. For example, our innovative Smart Energy Shrink Film shrinks at a lower temperature, enabling customers to run their shrink tunnels at lower temperatures. This results in a lower energy demand and reduced GHG emissions, helping customers to achieve their decarbonization goals.

 INNOVATION

Innovative refill solution supports lightweighting strategies

We partnered with a leading French natural cosmetics company to co-develop an innovative refillable stick for its popular best-selling deodorant.

Our Exclusive Refill product line enables consumers to continuously use the same deodorant stick with a specially designed refill. The mono-material PP construction of the refill solution offers a weight reduction of 62% compared to a full stick, highlighting how refillable packaging systems can help contribute to GHG emission reductions.

 INNOVATION

Adoption of LiquiForm® process for refill containers reduces environmental impact

One of the world's largest high-end cosmetics companies has extended its use of Amcor's LiquiForm manufacturing technology for its cosmetic refill containers capable of featuring a variety of dispensing techniques.

Our proprietary LiquiForm technology combines the bottle-molding and filling processes into one step, achieving energy reductions during manufacturing by eliminating the need for processing on different types of equipment.

By bottle-molding using the LiquiForm process, the customer reduced the amount of plastic used for individual containers by roughly 56%, while also reducing the level of GHG emissions from individual refill containers.

 INNOVATION

Amcor Moda vacuum packaging reduces excess materials

The Amcor Moda vacuum packaging solutions include a streamlined tubestock and on-demand bag-making system for fresh meat processors. When switching to the Amcor Moda solution, producers significantly reduce the use of packaging film and corrugated boxes by allowing for the correct bag size on-demand, reducing film waste. The solution's print functionality also eliminates SKU obsolescence. Instead of being packed in boxes, rolls of Amcor tubestock are shipped on pallets. A pallet of tubestock can produce 40% more bags than a typical pallet of traditional shrink bags, reducing the transportation and inventory space requirements by 40%.

The Moda system includes more sustainable film options. Amcor Eco-Tite® recycle-ready tubestock replaces traditional shrink bag material with more sustainable, right-gauged barrier film that uses 29% less packaging. It is designed to meet the requirements of the APR Design Guide and has passed APR's Critical Guidance Testing. For fresh bone-in beef cuts, Amcor's high-abuse bone-in solution, CBP® tubestock, replaces a typical patch bag and reduces material usage by weight more than 35%.



FY25 GHG PERFORMANCE

Amcor tracks and reports progress against our science-based targets through detailed performance monitoring across Scope 1, 2 and 3 emissions. These metrics help us to assess the impact of our decarbonization efforts and guide decision-making across our global business.

Our emissions are calculated in accordance with the Greenhouse Gas Protocol and reported in metric tons of CO₂e (carbon dioxide equivalent). We review historical data annually to ensure consistency and comparability.

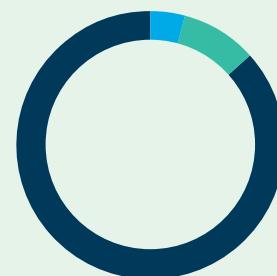
Amcor does not currently track or disclose emissions of nitrogen oxides (NO_x), sulfur oxides (SO_x) or particulate matter (PM) at a global level, as these are not material to our operations. We monitor and report such emissions where required by local regulations and continue to assess their relevance in the context of evolving stakeholder expectations and regulatory frameworks.

Total GHG emissions

In FY25, Amcor's absolute GHG emissions across Scopes 1, 2 and 3 were 10,063,000 metric tons of CO₂e. This represents a 4% reduction compared with FY24 and a 20% reduction from our FY22 science-based targets baseline, putting us on track to achieve our near-term science-based targets.

This figure reflects market-based Scope 2 emissions and includes biogenic emissions and removals from bioenergy feedstocks. If we were to use a location-based methodology, our total FY25 emissions would be 10,319,000 metric tons of CO₂e and a 2% reduction from FY24.

FY25 GHG emissions (metric tons CO₂e)



Scope 1	430,000
Scope 2	913,000
Scope 3	8,720,000

Year	Total metric tons CO ₂ e
FY22	12,579,000
FY23	11,558,000
FY24	10,481,000
FY25	10,063,000

SPOTLIGHT

PILOT PROJECT ENHANCES PRODUCT-LEVEL EMISSIONS TRANSPARENCY

In FY25, Amcor partnered with Rocky Mountain Institute (RMI) to pilot a new approach to calculating product-level emissions for plastic packaging. The project focused on PP containers and lids, comparing emissions across virgin and biobased resin sources and two US. production sites. Using RMI's Plastic Conversion Guidance and open-source calculation tools, Amcor was able to incorporate upstream

supplier data and assess the impact of conversion-stage emissions—a step that can account for up to 38% of a plastic product's footprint. The pilot improved data consistency, highlighted the role of methane intensity in emissions variation and strengthened supplier engagement. It also supported Amcor's Scope 3 reduction goals by enabling more accurate product carbon footprint reporting and laying the groundwork for future procurement decisions related to decarbonization.

Managing our emissions continued

Scope 1 and 2 emissions

In FY25, Amcor's operational Scope 1 and 2 emissions totaled approximately 1,343,000 metric tons of CO₂e, comprising 430,000 metric tons of CO₂e from Scope 1 and 913,000 metric tons of CO₂e from Scope 2, using a market-based methodology. This represents a 15% reduction compared with FY24 and a 30% reduction from our FY22 baseline.

These reductions reflect the impact of targeted initiatives across energy efficiency, equipment upgrades and renewable electricity sourcing. Scope 2 location-based emissions were 1,169,000 metric tons of CO₂e. Globally, approximately 3% of our Scope 1 emissions were covered under an emissions-limiting regulation or program intended to directly limit or reduce emissions.

Scope 1 emissions are primarily driven by direct fuel use, including natural gas, liquefied petroleum gas, diesel and oil. Scope 2 emissions are associated with purchased electricity and other indirect energy sources.

Scope 3 emissions

Scope 3 emissions represent the largest share of Amcor's total carbon footprint, accounting for approximately 8,720,000 metric tons of CO₂e in FY25, and 87% of our total GHG footprint. This represents a 2% reduction compared with FY24 and an 18% reduction from our FY22 baseline. These emissions are primarily associated with purchased goods and services, which alone comprise around 83% of our Scope 3 total. Other significant contributors include upstream transportation and distribution, fuel- and energy-related activities, waste generated in operations and the end-of-life treatment of sold products.

As we continue to scale our Scope 3 initiatives, we remain focused on improving data quality, deepening supplier collaboration and embedding emissions reduction into product development and sourcing strategies.

Other air emissions

In addition to GHGs, Amcor monitors other air emissions associated with our production processes, particularly volatile organic compounds (VOCs) released from inks, adhesives and solvents. In FY25, our operations resulted in the release of approximately 43,800 metric tons of untreated VOCs.

To mitigate these impacts, we have invested in abatement technologies, such as regenerative thermal oxidizers and solvent recovery units, which help reduce the release of VOCs into the atmosphere. While these systems contribute to Scope 1 emissions due to their energy requirements, they play a critical role in improving air quality and reducing local environmental impacts.

We continue to explore innovations to reduce VOCs, such as water-based solvents, solvent-free technologies and digital printing, and to strengthen our internal controls and monitoring systems. For example, in FY25 our team in the Philippines worked closely with ink suppliers to help transition a customer's portfolio to PVC-free inks. These efforts are supported by Amcor's Global Environment, Health and Safety (EHS) Standards and help to ensure compliance with regional air quality regulations.

Reducing our operational impact

Amcor's manufacturing sites play a central role in our environmental performance and our broader sustainability strategy.

We are focused on reducing the environmental impacts of our operations through targeted action on energy, water, waste and environmental management. These areas are the largest contributors to our footprint and offer the greatest opportunity to drive measurable change.

Our approach is grounded in governance, data and continuous improvement. We empower our teams to take action through local initiatives, supported by global standards and resources such as our EnviroAction Toolkit. We encourage site sustainability champions to collaborate with colleagues to identify and implement projects that reduce environmental impacts, tailored to the unique conditions of each site and region.

Sustainability teams coordinate sustainability-focused training and webinars to offer their colleagues throughout the year, including topics such as waste management, plastic pellet pollution prevention, GHG emissions, climate change, Amcor's science-based targets and decarbonization plans, packaging recyclability, the use of recycled content, recycling technologies and regulatory updates.

As Amcor and Berry come together to form the new Amcor, we are building on strong foundations in operational sustainability. Our shared practices in energy efficiency, water stewardship, waste reduction and environmental governance will help us to scale the effects across our global footprint and continue progressing toward our long-term sustainability goals.

Energy management

STRATEGY

Energy management is an essential element of reducing the environmental impacts of Amcor's operations. It reduces Amcor's Scope 1 and 2 GHG emissions, presents an opportunity to reduce costs and supports the development of renewable energy infrastructure.

Amcor's energy management strategy involves a continuous cycle of assessing energy use across our operations, identifying opportunities to reduce energy consumption, implementing viable initiatives and tracking our performance. This approach enables us to integrate sustainability into core business functions, ensuring that energy performance is considered not only in operational decisions, but also in procurement, infrastructure planning and long-term investment strategies.

To support consistent execution across our sites, we have established governance structures that bring together procurement, sustainability and operations teams. These groups collaborate to identify opportunities, assess risks and implement solutions that support our energy transition goals. We also engage with external partners to benchmark our performance and share best practices, ensuring our strategy remains responsive to evolving stakeholder expectations and regulatory developments. By embedding energy management into our global operations, Amcor is building a more resilient and efficient business while contributing to the transition toward a low-carbon economy.

The continuity of Amcor's manufacturing operations depends on access to a consistent supply of energy to our sites around the world. Weather patterns directly affect the energy usage of our sites and, occasionally, extreme weather events may impact the availability of energy to our sites and our requirements for energy. For example, mild winters can lead to reduced requirements for natural gas for heating, and extreme heatwaves or winter storms can lead to interruptions in the energy supply.

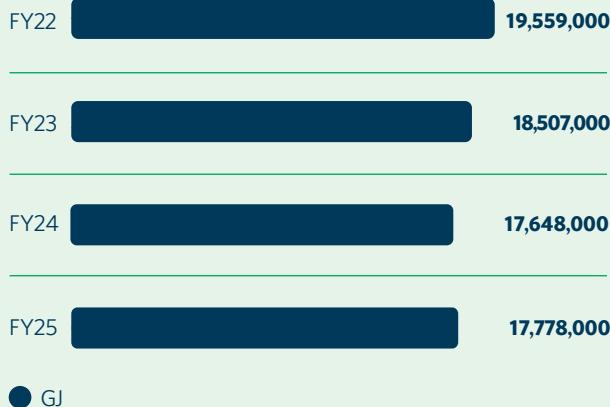
Reducing our operational impact continued

TAKING ACTION

In FY25, Amcor consumed a total of 17,778,000 gigajoules (GJ) of energy across our global operations.

Natural gas was the primary driver of our Scope 1 energy use, accounting for 91% of direct fuel consumption, alongside smaller contributions from liquefied petroleum gas, diesel and oil. We consumed a total of 5,233,000 GJ of non-renewable fuel and 145,700 GJ of renewable fuel. The majority of our Scope 2 energy use was from electricity purchased from the grid. In FY25, our Scope 2 emissions were associated with the consumption of 12,395,000 GJ of energy, including 3,556,000 GJ of renewable electricity. We sold 3,800 GJ of energy.

Total energy consumption



As we work to reduce our energy consumption and improve energy management, Amcor teams are implementing our energy strategy through targeted initiatives that improve energy efficiency and expand renewable electricity sourcing, which helps to build operational resilience across our global organization.

Energy efficiency

Amcor's facilities continue to implement a broad range of initiatives to improve energy efficiency and support the transition to lower-carbon operations. These include upgrading existing equipment to enhance performance, installing new energy-efficient machinery and transitioning to electrified systems such as forklifts and site vehicles. Several sites have introduced electric vehicle charging infrastructure and battery-powered equipment to reduce our reliance on fossil fuels. Operational changes, such as powering down equipment during non-operational periods, are helping to reduce energy demand, while employee engagement programs and site-level Energy Champions are fostering a culture of accountability and continuous improvement by leading energy audits and providing training on energy efficiency to their colleagues.

Our operations and plant management teams continue to focus on energy efficiency projects, such as LED lighting retrofits, optimizing chiller systems and other equipment, and implementing Energy Supervisory Control and Data Acquisition systems to better track and control site-level energy usage. Our Amcor Rigid Packaging business group collaborates closely with the Environmental Protection Agency's (EPA) Energy Star Partners program, focused on reducing energy use within large businesses.

Renewable electricity

To support our transition to renewable energy, Amcor has made exciting strides in renewable electricity sourcing over the past several years. We continue to launch new renewable electricity projects across our global operations, supported by internal coordination and strategic planning.

Alongside continued sourcing renewable electricity via virtual power purchase agreements, Renewable Energy Certificates (RECs) and Guarantee of Origin certificates, Amcor is investing in on-site generation. In FY25, a solar farm at Amcor's site in Barcelona went live, covering 20% of the site's total electricity usage. Our site in Shenzhen, China, also installed rooftop solar panels, generating over 1,000 MWh of renewable energy annually. On-site generation projects such as this deliver emissions reductions, cost savings and reduced reliance on external supply, ensuring greater resilience against market volatility.

Renewable electricity consumption

FY22		315,000
FY23		1,083,000
FY24		1,782,000
FY25		3,556,000

These efforts reflect our commitment to expanding access to low-carbon energy and integrating renewable electricity into our long-term energy strategy. In FY25, we used 3,556,000 GJ of renewable electricity, representing 30% of our total electricity consumption—a 100% increase year-over-year. Renewable fuels contributed an additional 146,000 GJ, supporting our broader transition away from fossil-based energy, and ensuring 21% of total energy was sourced from renewable sources.

Our corporate procurement and sustainability teams facilitate monthly strategy planning sessions with energy procurement teams, focusing in FY25 on topics such as developing a renewable energy policy and tracker, creating energy transition roadmaps, assessing budgeting and financing approaches for renewable electricity procurement, considering potential risks related to renewable electricity and identifying potential renewable electricity sourcing synergies between business groups. They also coordinate renewable electricity purchase requests from Amcor's customers and have collaborated on the development of internal standard operating procedures to guide such requests.

We have an internal Renewable Energy Toolkit designed to help colleagues across the business to learn about and implement Amcor's renewable energy strategy. It provides education about the various types of renewable energy and renewable electricity purchasing mechanisms, different regional considerations for renewable energy use and guidance on how to source and deliver renewable energy projects.

30%
of total electricity consumption
was from renewable sources



Reducing our operational impact continued

SPOTLIGHT

Cross-site equipment upgrade yields energy savings in Belgium

Amcor's Roeselare site initiated a project in mid-2024 to replace aging trim blowers with high-speed, energy-efficient models. The goal was to reduce energy consumption and minimize dust in regranulators by optimizing the airflow. The technical expertise of the site's design team enabled successful implementation, with Roeselare replacing four out of five blowers to achieve an estimated annual energy savings of 165 MWh. The success of the initiative led the team to expand the project to our Zelle site, where similar upgrades began in June 2025. Zelle has already replaced two blowers, saving 80 MWh annually, and further upgrades are planned that will save an additional 53 MWh. This cross-site collaboration highlights how shared innovation and technical knowledge can accelerate progress toward Amcor's energy efficiency goals.

165 MWh
saved annually
through equipment upgrades



550 MWh
saved annually from solar panel project

SPOTLIGHT

Solar panel installation supports energy goals in Moirans

In August 2025, Amcor's Moirans site began generating solar electricity from a 3,600 m² rooftop array that was installed during FY25. The project was initiated to comply with French regulations requiring at least 30% of new industrial roofs to be covered with solar panels. Despite challenges navigating complex contracts between energy production and transport companies, the team's persistence and supplier coordination ensured a successful delivery. The solar installation will generate up to 550 MWh annually. The site can also now sell energy back to the grid during plant shutdown periods. Visible from the road, the panels reinforce Amcor's commitment to sustainability and enhance the site's environmental profile.

 SPOTLIGHT

Full Power initiative drives energy efficiency across Europe

The Full Power program is a regional energy optimization initiative aimed at reducing energy consumption through improved transparency and control at Amcor's European sites. The strategy is built around three pillars: measure (tracking and analyzing energy data), standardize (harmonizing KPIs and reporting), and continuous improvement (optimizing demand and sharing best practices).

A centralized performance algorithm enables frequent monitoring across sites, while a cross-functional Expert Circle supports coaching, documentation and innovation. Projects range from heat recovery and compressed air management to cooling and drying system optimization, leading to

savings from a combination of initiatives. For example, at our Kreuzlingen site, process adjustments to lacquering equipment saved 4% of annual energy use with no financial investment, while at our Novy Bydzov site, heat recovery systems on abatement units cut gas consumption by 40%. Across FY25, Full Power contributed to a total reduction of 11,266 metric tons of CO₂e emissions, demonstrating the impact of coordinated technical and behavioral improvements across the region.

11,266
reduction in metric tons of CO₂e reduced annually

 SPOTLIGHT

Air handling unit optimization delivers energy savings in Surabaya

In FY25, Amcor's Surabaya site in Indonesia implemented an operational efficiency project focused on optimizing the use of air handling units (AHUs). By installing timers and deactivating two out of eight AHUs during off-peak hours, the site aimed to reduce electricity consumption without compromising temperature control in the manufacturing areas. The initiative was led by the maintenance and operations teams, who addressed both the technical and coordination challenges around automated timings and temperature control. The project has delivered an estimated energy saving of 60 kWh per hour during off-peak hours, yielding an anticipated reduction of 306 MWh annually. This targeted intervention demonstrates how simple scheduling adjustments can yield significant environmental and cost benefits.

306 MWh
saved annually through AHU optimization



Reducing our operational impact continued

Waste management

STRATEGY

Amcor's waste management strategy is focused on reducing the environmental impact of our operations and supporting the transition to a circular economy. Our long-term goal is to eliminate waste-to-disposal—defined as non-hazardous industrial waste sent to landfill or incineration without energy recovery—by ensuring that any unavoidable waste serves a purpose, either by replacing virgin materials or by contributing to energy production as a substitute for fossil fuels.

We require all manufacturing sites to maintain site-level waste management plans aligned with Amcor's Global EHS Standards. These plans guide the categorization, handling and disposal of waste materials in accordance with local regulations, while identifying opportunities for source reduction, reuse, recycling and responsible disposal of hazardous waste. They encourage sites to pursue zero-waste-to-disposal certification, which recognizes facilities that have achieved verified diversion of all operational waste over a 12-month period.

Our strategy prioritizes waste prevention and diversion, supported by centralized data tracking, employee engagement and collaboration with local waste providers. In regions with limited recycling infrastructure, we work with site teams to identify alternative recovery pathways and engage with external stakeholders to improve access to recycling services.

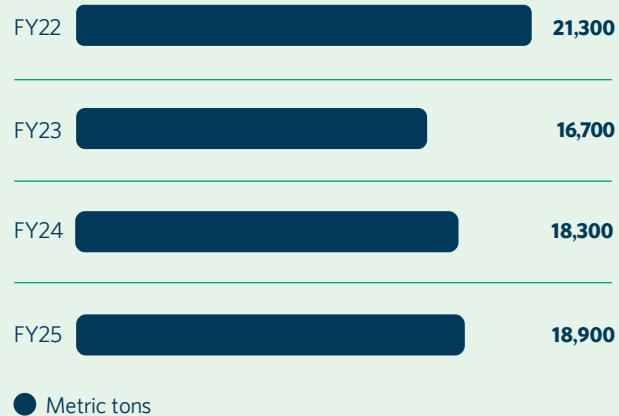
As part of our broader strategy, we are working to transition more of our packaging portfolio to recycle-ready formats, which in turn makes the waste generated during production easier to recycle.

TAKING ACTION

In FY25, Amcor generated 415,400 metric tons of waste, with 75% diverted from disposal through recycling and other recovery methods. We have achieved a 40% reduction in waste-to-disposal compared with our FY19 baseline, which is a far greater reduction than our FY25 target of 20%.

While waste-to-disposal volumes increased slightly from FY24 to FY25 due to contracting and service challenges with local recycling providers, we have taken steps to identify better alternatives and continue to prioritize diversion wherever possible.

Waste-to-disposal



Amcor teams across the globe are putting our waste strategy into action through site-level initiatives that are tailored to local conditions and supported by internal governance, external partnerships and employee engagement.

We drive waste reduction through a combination of employee education, regular waste audits and site-level leadership. Many sites have appointed Waste Champions to lead local initiatives, conduct waste audits to identify opportunities for improvement and engage colleagues in responsible waste practices. These efforts include training sessions, visual signage and cross-functional collaboration to reduce avoidable waste and improve recycling performance. We use waste audits to assess material flows and identify opportunities for source reduction, while employee engagement helps ensure that waste management remains a shared responsibility across departments.

We recognize sites that have achieved zero waste-to-disposal with an internal certification program. Sites receive this recognition after they have demonstrated through verified data that their operational waste-to-disposal volumes have been equal to zero metric tons over the previous 12 months. Once certified, each site's performance is validated quarterly to ensure ongoing adherence to our zero-waste-to-disposal goals. We certified 120 sites through our internal zero-waste-to-disposal certification program in FY25.

Initiatives such as Amcor's Operations Plus (O+) program, launched by Amcor Specialty Cartons in 2019, underpin efforts to reduce manufacturing waste, boost productivity and strengthen capabilities. O+ methodology is based on a continuous improvement approach. It champions the expertise and knowledge of the people running the machines, empowering them to play a leading role in solving problems and developing and introducing new best practices on the shop floor. In FY25, Amcor Specialty Cartons launched O+ at our Berlin site, marking a historic moment as the final site in the business group to begin this transformative journey. We also launched the O+ initiative across our global flexible packaging business and will continue to drive progress in FY26 and beyond.

Teams elsewhere in the business are working to identify and eliminate manufacturing waste through similar quality and process improvement strategies, such as using real-time digital monitoring to attain 100% compliance to standard operating conditions, conducting frequent quality inspections with the expectation to stop and fix defects, using statistical process control to guarantee high-quality products run to customer specifications and using daily lean management to identify proactively and address potential quality and waste issues.

To support this work, we integrate manufacturing technologies that help to reduce operational waste. For example, the air knife technology that we use at our advanced coating facility in Selangor, Malaysia, can significantly reduce waste in healthcare packaging. Air knives use a high-velocity stream of air to remove excess coating material from a substrate, ensuring a thinner, more uniform layer that minimizes over-application of coating while reducing material waste. By ensuring a consistent coating, the system helps to prevent defects such as streaks, lumps or uneven coverage, leading to improved yields, less scrap material and lower reprocessing costs.

Regional teams manage the small amount of hazardous waste produced at our sites in accordance with local and country-level legislation. For example, the US. Resource Conservation and Recovery Act Act governed the 4,400 metric tons of hazardous waste from our facilities in the US in FY25, while we managed the 9,500 metric tons of hazardous waste from our facilities in the European Union in accordance with country-level legislation based on the EU Waste Framework Directive.

We have determined that this local management approach is the best method to make sure that we reduce the risk of noncompliance with all legal requirements for the disposal of hazardous waste. As such, we do not track hazardous waste regulations centrally.

Amcor does not have policies explicitly addressing the topic of transboundary movement of waste. However, Amcor's EHS Standards require sites to follow local legal requirements pertaining to waste characterization, classification and labeling, as well as the use of licensed contractors and licensed waste treatment and disposal facilities. Waste shipment manifests must be completed and maintained on file.

In FY25, there were five instances of waste-related noncompliance matters across our global business. We received one waste-related enforcement fine of less than \$100 during the reporting year.

Waste by composition, in metric tons

	Hazardous waste	Non-hazardous waste	Total generation
Waste diverted from disposal			
Recycling	2,900	308,400	311,300
Other recovery options	0	400	400
Waste directed to disposal			
Incineration (with energy recovery)	7,100	56,000	63,100
Incineration (without energy recovery)	0	500	500
Landfilling	19,600	20,700	40,300

Note: Other non-hazardous waste diverted from disposal includes composted waste. Data includes industrial waste and household-like waste from offices and canteens.

Reducing our operational impact continued

SPOTLIGHT

Regrind reuse trial reduces external waste disposal

Amcor's Bremervörde site in Germany is working to advance circularity and reduce waste by repurposing printed thermoforming reground – previously disposed of externally—for internal use at the La Genete facility. The reground material is now being trialed for injection-molded non-food articles. The ongoing project has faced challenges around cost, material flow rate enhancement and color matching, but a full-scale industrial test is underway to support broader implementation. This initiative aims to reduce Amcor's reliance on virgin materials and demonstrate solution-oriented collaboration across sites to reuse waste materials internally.

Recycling post-use farm plastics for over

30 years

SPOTLIGHT

Wash plant upgrade expands plastic waste recycling

Amcor's Dumfries site in Scotland has been recycling post-use farm plastics for over 30 years. In late 2024, the site launched a major upgrade to its wash plant to enhance its waste processing capabilities. The project included improvements to shredding, pre-washing, water treatment, pelletizing and control systems. Led by the site's engineering team and supported by the continuous improvement team within the business group, the upgrade involved removing half of the existing plant machinery and installing new equipment. Initial production post-installation resumed in January 2025, with the upgraded plant delivering improved recycling throughput and reduced maintenance costs. As further upgrades are completed in FY26, the site expects to see further efficiency and waste reduction benefits.



SPOTLIGHT

Surabaya diverts foil waste for use in cement kilns

In July 2024, Amcor's Surabaya site in Indonesia launched a waste repurposing initiative. The site identified that their foil waste—previously incinerated without energy recovery—could instead be repurposed as an alternative fuel for cement kilns. Led by a cross-functional team, the site was able to source and partner with a third-party to collect the site's approximately three metric tons of foil waste per month, diverting it to beneficial use through incineration with energy recovery. Through this initiative, the Surabaya team has demonstrated how industrial partnerships can help to reduce Amcor's total waste-to-disposal.

3 metric tons
of foil waste per month diverted to beneficial use



Container reuse system reduces waste in Lodz

In January 2025, Amcor's Lodz site in Poland launched a cleaning and reuse system for ink containers to reduce single-use waste. Instead of discarding used containers, the site implemented a closed-loop process: containers are cleaned in the washing and cylinder department, refilled via the in-house dispenser system and returned to the printing machines. The initiative involved coordination across the inks, washing and cylinder and printing departments, supported by the Continuous Improvement Experts Network. Key challenges included ensuring contamination-free cleaning and aligning coordination between teams. The project has reduced waste generation, lowered container procurement costs and improved internal process efficiency. It also supports Amcor's circularity goals by extending the life cycle of packaging inputs.

Reducing our operational impact continued

Water management

STRATEGY

Responsible water management is a critical part of Amcor's sustainability commitment, particularly in regions facing high water stress. Managing water use and discharge effectively helps reduce environmental impact, protect local water sources and ensure operational continuity in the face of increasing climate-related risks.

Amcor's water management strategy is designed to be locally responsive and globally consistent. All manufacturing sites are required to maintain and annually update water management plans, which outline the main uses of water at each facility and identify whether the site is located in a region with high or extremely high water stress according to the World Resources Institute Aqueduct Water Risk Atlas. These plans guide the implementation of tailored water-saving measures, ensuring each site adopts the most appropriate practices based on its operational profile and local conditions.

Our strategy focuses on minimizing water use, improving discharge quality and protecting surrounding ecosystems from pollution. This includes proactive measures to prevent water contamination, supported by Amcor's Global EHS Standards.

While our core production processes typically require limited water use, ancillary activities, such as cooling, cleaning and sanitation, depend on reliable access to freshwater. At our 45 sites in areas experiencing water stress (25 in areas with high baseline water stress and 20 in areas with extremely high baseline water stress), the majority of water is used for domestic and cleaning purposes. Amcor operations generate very limited industrial wastewater, with typical discharges including storm, sanitary, floor cleaning and non-contact cooling water.

Both legacy businesses bring a strong foundation of water stewardship and site-level innovation. Our combined business will continue to scale water efficiency, strengthen pollution prevention and enhance resilience across our operations.

TAKING ACTION

In FY25, Amcor's total water withdrawal from all sources was 6,284,000 kiloliters (kL). Approximately 13% of this water was from locations with high or extremely high baseline water stress. Our total water consumption from all sources was 1,581,000 kL, approximately 18% of which was consumed in locations with high or extremely high baseline water stress. We consider much of our water to be "process water", meaning it is returned to the system in the same condition as when withdrawn, minimizing net consumption. This water is not considered consumed by Amcor, so it is not included in our total water consumption.

Water withdrawal (kL)

	All areas	Areas with water stress
Surface water	1,382,000	9,900
Groundwater	905,000	140,600
Seawater	0	0
Produced water	0	0
Third-party water	3,998,000	654,100
Total water withdrawal	6,285,000	804,600

Note: All water Amcor uses is considered "freshwater". Some sites where a material amount of water is not consumed do not have water discharge meters in place to track consumption. At these sites, we have calculated water discharge estimates with support from our assurance provider.

Water discharge (kL)

	All areas	Areas with water stress
Surface water	2,341,000	29,600
Groundwater	2,000	0
Seawater	0	0
Third-party water	2,360,000	496,300
Total water discharge	4,703,000	525,900

Sites regularly conduct water audits to identify opportunities for conservation, and many have appointed Water Champions to lead local initiatives. These efforts include educating employees about responsible water use, identifying and repairing leaks and implementing low-cost efficiency upgrades. For example, at our site in Hattiesburg, Mississippi, we conducted a targeted leak investigation that led to the identification and resolution of a hidden water loss issue, resulting in a \$4,000 reduction in water costs within a single month. In regions where water is plentiful, sites prioritize water-based cooling over energy-intensive alternatives to reduce climate impacts.

To strengthen resilience, Amcor sites assess water-related risks, such as supply disruption, extreme weather and potential contamination, as part of their business continuity planning. Water-related impacts such as flooding and drought can cause supply interruptions, infrastructure strain and operational delays. In response, teams implement mitigation measures, such as adjusting operations, enhancing infrastructure and adapting transport and logistics strategies. These efforts reflect the growing importance of water risk planning across our global footprint.

Protecting local water systems from pollution is another key focus area. All sites handling plastic powders, flakes or granules have implemented resin management practices aligned with Operation Clean Sweep (OCS) methodology to prevent the release of plastic particles into the environment.

We address the risk of release of impacted water through our Global EHS Standards, which require sites to manage all environmental risks. Typical mitigation measures include compliance with regulatory measures, the use of secondary containment for hazardous substances designed to prevent impact to wastewater (including stormwater), preventive maintenance on bulk storage systems and regular inspections.

All sites perform annual self-assessments against Amcor's Global EHS Standards, including the Environmental Management Standard. Site management teams develop compliance plans to resolve identified gaps. In addition, all sites are subject to internal EHS audits every three years. These audits are led by corporate-trained auditors who are independent of the respective sites and business groups.

Amcor identifies and classifies potential water pollutants in line with our Global EHS Standards, which require all sites to identify hazardous substances and follow legal requirements pertaining to their classification, labeling, storage and use, as applicable to site jurisdiction. They also require all sites to identify and mitigate the risk of impacts on water systems and human health.

Typical parameters applicable to regulated effluents include chemical oxygen demand, biological oxygen demand, total suspended solids and hydrocarbons. Given the typical non-process nature of the majority of Amcor facility effluents, Amcor has not developed internal generally applicable water quality standards beyond directly applicable local permit conditions. The majority of operating jurisdictions prescribe local discharge requirements, which all Amcor facilities must comply with.

In FY25, there were four instances of noncompliance with wastewater management conditions across our global operations. One of these instances related to exceedances of discharge limits; the remaining instances related to local reporting and backflow prevention device non-conformance. Two fines totaling \$25,600 were issued in relation to these wastewater and water supply matters.

Reducing our operational impact continued

SPOTLIGHT

Montgomery site optimizes chillers to reduce water consumption

Our site in Montgomery, Alabama, decommissioned its water-cooled chiller system in 2024, transitioning to an existing air-cooled chiller for all on-site chilling, with a goal to reduce energy and water use. The project involved rerouting existing piping and integrating the new systems without disrupting operations. Upon successful implementation, the project has eliminated 1,722 MWh of annual electricity use and reduced annual water consumption by 3,785 kL. The electricity savings represent an annual reduction of 660 metric tons of CO₂e.

3,785 kL
of reduced annual water consumption



2,400 kL
of reduced water consumption annually

SPOTLIGHT

QR codes facilitate rapid responses to leaks in Mauá

In May 2025, our Mauá site in São Paulo, Brazil, launched a water efficiency initiative focused on daily monitoring and rapid leak response. The project included QR-code signage in restrooms to enable employees to report leaks directly to the maintenance team. Plant management ensured all departments were aware of the project and used monthly EHS meetings to train colleagues on the importance of reducing water consumption. As a result, the initiative has reduced water consumption by approximately 200 kL a month. This low-cost, high-impact project highlights the value of employee engagement and proactive monitoring in managing water use alongside larger infrastructure investments.



SPOTLIGHT

System reliability upgrade prevents water loss in Orillia

Our facility in Orillia, Canada, launched a project to improve the reliability and efficiency of its chilled water system. The initiative focused on preventing water and glycol loss during power outages or pump failures, which previously caused backflow and potential flooding in the chiller room.

To address this, the maintenance team installed automated valves that close during system shutdowns, eliminating overflow risks and reducing reliance on city water. The project also included the development of a new maintenance program for the chillers. Since the project was completed in 2024, flooding incidents have been eliminated, and facility water withdrawals dropped 56% between FY24 and FY25. The automation has improved system responsiveness and supports Amcor's long-term water conservation goals.



SPOTLIGHT

Multi-site water reuse initiative lowers consumption in Mexico

Amcor's Mexican facilities in Tlazala, Tonalá, Guadalajara and Cuautitlán launched a water reuse initiative to recover water used during the heat-set testing process in blow molding. Instead of discarding the water used to test bottles under running conditions, the teams redirected it to cooling towers and other processes. The project, initiated at the start of 2025, required coordination across production, maintenance, quality and safety teams. Key challenges included aligning operational needs and identifying reintegration points for the recovered water. Since completion, monthly water savings across the four sites total over 80 kL, with the Tlazala site able to eliminate the need for external water tank deliveries. Over a full year, the initiative is expected to reuse 980 kL of water across all sites.



980 kL
expected annual
water savings
from reuse

Reducing our operational impact continued

Environmental management

STRATEGY

Amcor applies risk management processes to identify and control the environmental hazards inherent in our operations, with a focus on minimizing potential impacts on ecosystems and biodiversity.

This approach is informed by the Precautionary Principle, as defined in the 1992 UN Rio Declaration, and is supported by our company-wide Environment Policy and a suite of Global EHS Standards, including a dedicated Environmental Management Standard. These materials outline specific environmental management requirements to help sites assess and address the risks that they may pose to their local environments, including air emissions, water use and discharge, waste generation, hazardous substances and other operational impacts.

Our Environmental Management Standard includes a range of operational controls designed to reduce environmental risks. These include preventive maintenance for pollution control equipment, secondary containment for hazardous substances and regular inspections of site boundaries to identify and reduce litter, odors or other nuisance conditions. We require sites to maintain documented emergency procedures to respond to spills or releases of hazardous materials.

We require all sites to maintain environmental management systems that are appropriate to the risk profile of their operations and geographic location.

Sites conduct external environmental noise monitoring where required by local regulations. Where environmental impact assessments are required as part of local permitting or regulatory processes, we typically make these documents publicly available in accordance with jurisdictional requirements. Aside from these instances, Amcor does not disclose results of environmental impact assessments.

Amcor's internal standards incorporate best practices from the International Organization for Standardization (ISO), Operation Clean Sweep and similar systems. We encourage sites to pursue external certifications where suitable for commercial or operational reasons. Because of our robust environmental standards and auditing program, Amcor does not require sites to be certified to ISO 14001, which is the internationally recognized standard for environmental management systems.

TAKING ACTION

Amcor sites around the world implement our environmental management strategy through systems and practices that reduce operational risks, ensure compliance and support continuous improvement. Each site tailors its strategy to its specific risk profile and regulatory context.



All sites maintain environmental management systems appropriate to their operations, supported by annual self-assessments and internal EHS audits every three years.

In FY25, 25% of manufacturing sites (52) received an independent corporate EHS audit led by corporate-trained auditors who are independent of the respective sites and business groups, and 94% of sites have received such an audit since FY22. Separately, 42% of our manufacturing sites (76) held ISO 14001 certification and 34% (62) held ISO 45001 certification in FY25, reflecting voluntary alignment with internationally recognized environmental and occupational health standards. The reason for the implementation of these activities does not stem from legal obligations, but rather from a proactive strategy to control and reduce workplace risks within Amcor.

Amcor's environmental management program covers 100% of our global workforce, and all workers and contractors involved in environmental activities, such as maintenance, engineering, waste management and hazardous materials supervision, receive training appropriate to their responsibilities. These efforts help ensure that we embed environmental management into daily operations and support a culture of accountability and continuous improvement.

In FY25, Amcor remained materially compliant with environmental laws and regulations across all countries in which we operate. During this time, we had 37 reported regulatory violations (15 related to the environment and 22 related to safety), with 28 sites contributing to this total. We faced eight fines totaling \$38,000 for these violations (\$25,650 related to the environment and \$12,350 related to safety). There were zero cases brought through dispute resolution mechanisms.

Preserving biodiversity

STRATEGY

Amcor recognizes the vital importance of biodiversity and the ecosystem services that we rely on to produce our packaging and support packaging circularity throughout the value chain.

We are working to better understand our biodiversity impacts and dependencies, informed by frameworks such as the Global Biodiversity Framework and UN Sustainable Development Goals (SDGs) 14 (life below water) and 15 (life on land), as well as biodiversity reporting standards and ratings systems such as the Science Based Targets Network's science-based targets for nature, the Task Force for Nature-related Financial Disclosures and Nature Action 100.

We also reference the Explore tool from Exploring Natural Capital Opportunities, Risks and Exposure to better understand our impacts and dependencies.

Our analysis of Amcor's key impacts identifies post-consumer waste, raw material sourcing and the localized footprint of our manufacturing sites as the areas with the largest potential impacts on biodiversity and deforestation.

- **Post-consumer waste:** Post-consumer plastic packaging waste, especially when mismanaged and released into the environment, can harm both land and water ecosystems. However, recycling post-consumer plastic helps to reduce demand for virgin materials and conserves resources, as producing recycled plastic typically requires less water and energy compared with manufacturing virgin plastic.
- **Raw materials:** Using wood-based fibers in packaging can harm forest habitats, contributing to deforestation, habitat loss, increased GHG emissions and reduced water and soil quality. This decline in biodiversity may limit access to raw materials needed for Amcor's packaging. Extracting the inputs for aluminum and plastic is energy- and water-intensive and contributes to air, water and land pollution. Likewise, producing fiber-based materials at pulp mills consumes large amounts of water and can cause pollution. If not sourced responsibly, fiber production may drive deforestation.

- **Manufacturing sites:** We have assessed all our operational sites based on their proximity to protected areas (PAs) and key biodiversity areas (KBAs). We found that 39 of our sites are located in an area with 5% or greater overlap with a PA and three sites are located in an area with 10% or greater overlap with KBAs. The WWF Biodiversity Risk Filter tool classifies these sites as having high location risk for biodiversity impacts. We also found that 73 of our sites are located in areas greater than 15 km from a KBA, meaning they are classified as having a very low location risk for biodiversity impact. The extent to which we are able to carefully manage the environmental footprint of our operations directly determines the extent of our potential negative impacts on such biodiversity-rich areas.

Amcor's primary ecosystem dependencies are provisioning services. These include wood and sugar cane for use in biomaterials and fresh water for use in our supply chain and manufacturing operations. The downstream recycling of post-consumer packaging also relies on fresh water. While we benefit from ecosystem regulating and maintenance services such as climate and water flow regulation, our assessment is that our production processes could still largely take place even if such services were disrupted.

TAKING ACTION

Our operations

Amcor includes the consideration of each site's environmental impacts, including biodiversity, within our Environmental Management Standard, which applies to all Amcor sites and is designed to ensure processes are in place to identify and minimize potential impact to the environment and communities in which Amcor operates. It ensures effective operating controls exist to manage air emissions, water supply, wastewater, storm water runoff, waste generation, hazardous substances storage and distribution, environmental noise and other potential nuisance conditions. It also ensures effective emergency response procedures are in place.

The following are examples of just some of the elements to reduce environmental impacts, including biodiversity, that are included in our Environmental Management Standard:

- Following OCS principles at sites where plastic pellets, flakes or powders are in use, including ensuring wastewater drainage systems that are vulnerable to spills of hazardous liquid or solid substances are identified, assessed for risks and have protective measures such as drainage valves or drain covers installed.
- In alignment with our Global EHS Standard for Hazardous Materials, requiring sites to document and risk-assess all materials and use/storage locations where there is an elevated risk of release of hazardous substances to sanitary or storm water drainage systems, surface water, soil and/or groundwater.
- Performing external environmental noise emissions monitoring in accordance with regulatory requirements.
- Requiring regular inspection of exterior site areas, including the boundary fence line, to identify litter and odors and ensuring timely corrective action is taken if issues are noted.
- Maintaining documented emergency procedures to respond to spills or releases of hazardous materials to the air, ground, drains, surface water or groundwater.
- Ensuring all workers involved with environmental management activities, such as maintenance, engineering, waste management/shipment and hazardous materials supervision, are competent and receive training covering their responsibilities.
- Including all types of pollution control equipment in preventive maintenance schedules and requiring that breakdowns in such equipment be corrected without delay.

Upstream

Amcor's Biodiversity & Fiber Sourcing Policy guides our work to mitigate the upstream biodiversity-related impacts of our purchasing activities, and especially our sourcing of fiber and fiber-based materials. We place priority on sourcing wood-based fiber raw materials from suppliers who hold certifications from organizations such as the Forest Stewardship Council® (FSC®), which ensures the products come from responsibly managed forests.

In FY25, over 99% of the fiber materials we sourced were from suppliers who held such certifications. Additionally, 33 Amcor sites held FSC chain-of-custody certification as of June 30, 2025.

We source aluminum that has been certified by the Aluminium Stewardship Initiative (ASI), meaning it has been produced and sourced through each step of the value chain in accordance with responsible sourcing standards that include requirements for reduced impact on GHG emissions, waste, water and biodiversity. In FY25, 94% of the aluminum we purchased was ASI Aluminum.

Using PCR materials is another way that we reduce our upstream biodiversity impacts. Recycled polymers and aluminum generally require fewer natural resources to produce than their virgin counterparts because the extraction and manufacturing processes for virgin raw materials are highly water- and energy-intensive and can lead to environmental degradation and pollution. As we work to incorporate more PCR content into our packaging, we are intrinsically working toward reduced biodiversity impact from our raw material sourcing practices. In FY25, 10% of the plastic and 8% of the aluminum Amcor used was made from PCR material.

Downstream

Amcor's efforts to develop a circular economy for packaging help to reduce the negative impacts of our products on downstream biodiversity impacts of our products by keeping them in the economy and out of the environment.

Our work to develop all our packaging to be recyclable or reusable ensures that more packaging sold to our customers and used by their consumers is capable of being collected and recycled within waste management systems. This creates a feedstock of more PCR materials while also reducing reliance on more resource-intensive virgin materials.

By using more recycled materials in our packaging, we increase demand for those materials and help to support the financial viability of waste collection and recycling systems.

Our partnerships and funding to support the development of waste management and recycling infrastructure in the markets where our products are sold create more opportunities for our packaging to be collected and recycled, reducing the risk of environmental contamination.

People



25,000

employees trained on
health and safety standards

2,500

colleagues from 85 sites participated in
community cleanups, collecting more than
5,000 kg of waste

68%

of sites were injury-free for
12 months or more

7,700

suppliers screened for
potential human rights and
environmental risks

6,500

employees involved in the
development of our new EVP

81%

of strategic and critical suppliers
assessed through EcoVadis

In FY25, Amcor took a significant step forward in our transformation journey by combining with Berry, bringing together two industry leaders and significantly expanding our global talent base.



“

At Amcor, growth is personal, collaboration is essential, success is shared with our customers and responsibility to the planet guides everything we do. Together, we create a purposeful journey that empowers people, drives innovation and protects our future.

Susana Suarez

Chief Human Resources Officer

As we unify under one purpose and one culture, we are focused on building a high-performing, inclusive and purpose-driven organization that elevates our people and delivers long-term value.

At Amcor, our people are the foundation of our innovation and operational excellence. We grow our business by growing our people. That means creating the conditions for everyone to feel physically and psychologically safe, supported, engaged and empowered to thrive and contribute meaningfully to our success.

By making sure our people are safe, our workforce is championed, our communities are cared for and human rights are protected across the value chain, we enable everyone to perform their best. By working as one global team, we help Amcor perform at its best – and pave the way to a stronger future.

Prioritizing safety

Safety is a core value at Amcor. We endeavor to ensure safe decisions and safe behaviors among all colleagues, guided by a rigorous EHS program.



STRATEGY

Amcor establishes expectations for managing health and safety risks in the workplace through a global management system comprised of workplace EHS Standards, training and development, self-assessments and audits and core management principles. We integrate and uphold these program elements through management commitment and employee engagement globally.

Our goal is a workplace free from serious risks and undesired incidents. We aspire to achieve an injury-free Amcor. Across the EHS spectrum, our principal areas of focus remain safety, compliance and culture.

Each year, Amcor sets global EHS priorities that are intended to help achieve incremental and sustainable progress toward our objective of a well-controlled and incident-free workplace. Global EHS priorities for FY25 were:

- **Mitigate:** Take action to mitigate the most critical safety findings at the business group level by at least 5% year-over-year.
- **Engage:** Meaningfully engage at least 50% of business group employees in Amcor's efforts to improve safety.
- **Prevent:** Target root causes of fires and implement effective fire prevention measures to reduce their occurrence.

We remained intently focused on safety during our combination with Berry. The combination presents an exciting opportunity to leverage each other's successes and challenges as we continue evolving an industry-leading safety effort. Moving forward as one combined company, we will continue our work to standardize safe and compliant practices across our network.

TAKING ACTION

Safety management

Amcor's Global Safety Steering Committee—comprised of the Vice President of EHS, our corporate EHS team and EHS directors from each business group—is responsible for ongoing development and support for company-wide safety efforts and actively addressing areas of focus. Each business group reports monthly to the Global Management Team on the safety and compliance status against the Amcor Global EHS Standards and annual EHS priorities. We issue monthly EHS performance reports to all levels of management in all business functions.

Globally, approximately 80% of Amcor employees are represented by joint management/worker safety committees, which generally meet monthly. These committees consist of management team members and employees from various departments, job functions and shifts. Safety committees are a common way for site leaders to engage with colleagues and gather ideas on measures to mitigate unsafe behaviors and conditions in the workplace.

Amcor believes that meaningful engagement is a cornerstone for a safe workplace, and our employees actively engage in their sites' safety programs. In FY25, our business groups developed employee engagement activities related to the most relevant risks to their business and tracked monthly progress to assess their reach and effectiveness.

Many Amcor locations rely on local teams to develop and support their EHS programs, led by colleagues with the relevant experience. The team-based approach helps to raise employee awareness, align beliefs and behaviors and assure ongoing accountability for safety matters.

Where appropriate, we may bolster this work by engaging outside expertise to support colleagues at the site in assessing opportunities for improvement. For example, in FY25, several sites collaborated with external experts to assess and improve their fire reduction efforts in support of our goal to reduce the occurrence of fires.

Amcor employees receive annual training on our Global EHS Standards as well as local regulatory considerations. In FY25, we trained over 25,000 legacy Amcor employees on our health and safety standards. Employees also have access to Amcor's EHS SharePoint site, which is a digital resource that contains EHS standards and guidance, EHS audit and self-assessment tools, best practices in safety, training materials and additional resources for strengthening safety at Amcor.

Amcor celebrated Global Safety Day on April 28, with a focus on simplifying, focusing and standardizing safety efforts. Teams around the globe marked the day with messages from leadership, safety toolbox talks and safety celebrations.



Prioritizing safety continued

Safety performance

Amcor applies U.S. Department of Labor (US-DOL) criteria as the basis for determining and managing work-related injuries. We measure top line safety performance by recordable case frequency rate (RCFR), expressed as injuries per million hours worked. Amcor also measures safety performance by lost time injury frequency rate (LTIFR), expressed as lost time injuries per million hours worked. Externally, Amcor measures against industry safety performance by total recordable incident rate (TRIR), which is expressed as injuries per 200,000 hours worked, as well as lost-time incident rate (LTIR), which is expressed as injuries with time away per 200,000 hours worked.

On both recordable and lost-time injury performance, Amcor is an industry leader, consistently outperforming our peers. Our ultimate goal is a low-risk, injury-free workplace, an accomplishment achieved by 174 (68%) of our sites in FY25.

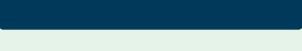
In FY25, Amcor's RCFR was 1.35 (0.27 TRIR), which corresponded to 126 recordable injuries. This includes all employee injuries requiring medical treatment. Our LTIFR was 0.34 (0.07 LTIR), corresponding with 32 lost-time injuries. This includes all employee injuries resulting in time away from the job. We recorded zero cases of work-related illnesses and zero employee fatalities in FY25.

Across the global organization, we achieved a 2% reduction in recordable injuries compared with the previous year, falling slightly short of our goal to achieve an overall 5% reduction in workplace injuries and illnesses. The most common types of employee injuries were lacerations, fractures and crushes.

These metrics include temporary workers, who are under the direct supervision of Amcor personnel. The metrics do not include contractors, as we have a global contractor management program specific to that work.

Recordable case frequency rate

(per million hours worked)

FY22		2.13
FY23		1.49
FY24		1.36
FY25		1.35

Contractor safety

Amcor's global contractor management program sets minimum expectations for all locations, mandating a rigorous approach for selection, training, work authorization and inspection of contractor work. Contractors are third-party companies hired to conduct specialized work on Amcor's behalf. While contractor injuries are not included in our LTIFR or RCFR metrics, all contractor injuries on Amcor premises are reported, investigated and addressed as needed.

In FY25, 51 contractor injuries were recorded at Amcor facilities, ranging from minor first aid injuries to more serious injuries and incidents. Compared with the previous year, this represented a slight decrease in the number of injuries. We recorded zero contractor fatalities.

Hazard identification and risk control

Amcor applies a sound methodology to mitigate workplace hazards and risks. We utilize a hazard identification, risk assessment and risk control (HIRARC) methodology globally at all sites. We use this approach for all routine and non-routine activities, existing and new operations, and construction and demolition work, and it covers affected co-workers, contractors and visitors.

The application of the HIRARC process involves a team of individuals at each site who are knowledgeable in the activity, task, project or equipment being assessed. Qualified facilitators competent in risk assessment and control lead site risk assessments.

These risk assessments identify the EHS-related risks associated with the process or activity being reviewed and an industry-accepted risk matrix helps to guide outcomes and control measures. Each risk assessment determines the likelihood and severity of the consequences related to a risk in order to prioritize corrective actions.

Following each risk assessment, we identify safeguards and control measures using a hierarchy-of-controls methodology and implement them with management verification to ensure that risks are properly eliminated or controlled to an acceptable level. We review risk assessments for accuracy at least every three years. One of our key focuses in FY25 was to emphasize the importance of closing any critical risk findings. We tracked progress monthly to assess our progress on this topic.

Amcor sites periodically engage accredited contracted laboratories to conduct industrial hygiene monitoring to check that employees are not subjected to risks that may result in overexposure, such as excessive noise or hazardous chemicals exceeding regulatory thresholds. We address all of the results of concern immediately and retest as necessary to assure the condition of safety. Amcor co-workers are informed and/or have access to all results in this process.

All Amcor locations offer a variety of options to enable employees to report workplace hazards and risks or other EHS-related concerns without potential for retaliation. Amcor co-workers understand their right to stop any production equipment or task whenever a reasonable potential for personal harm exists.

We follow a formal investigation methodology for all EHS-related incidents to help effectively identify root cause, contributing causes and the necessary corrective and preventive actions.

Amcor's Global EHS Standards for Environmental Management, Emergency Preparation and Response and Hazardous Materials govern our use of hazardous materials. These include environmental control measures to prevent the release of chemicals used during operational activities into the environment, actions for labeling, storing, handling and transporting hazardous substances, training co-workers to safely handle and manage hazardous substances and the specialized treatment and safe disposal of hazardous materials.

Product quality and safety

Amcor has embedded product safety, quality and regulatory compliance into our development and manufacturing processes. We ensure compliance to regulatory and quality standards, making us an industry leader in product safety and quality. This ultimately ensures our products are safe and compliant for our customers and end consumers to use.

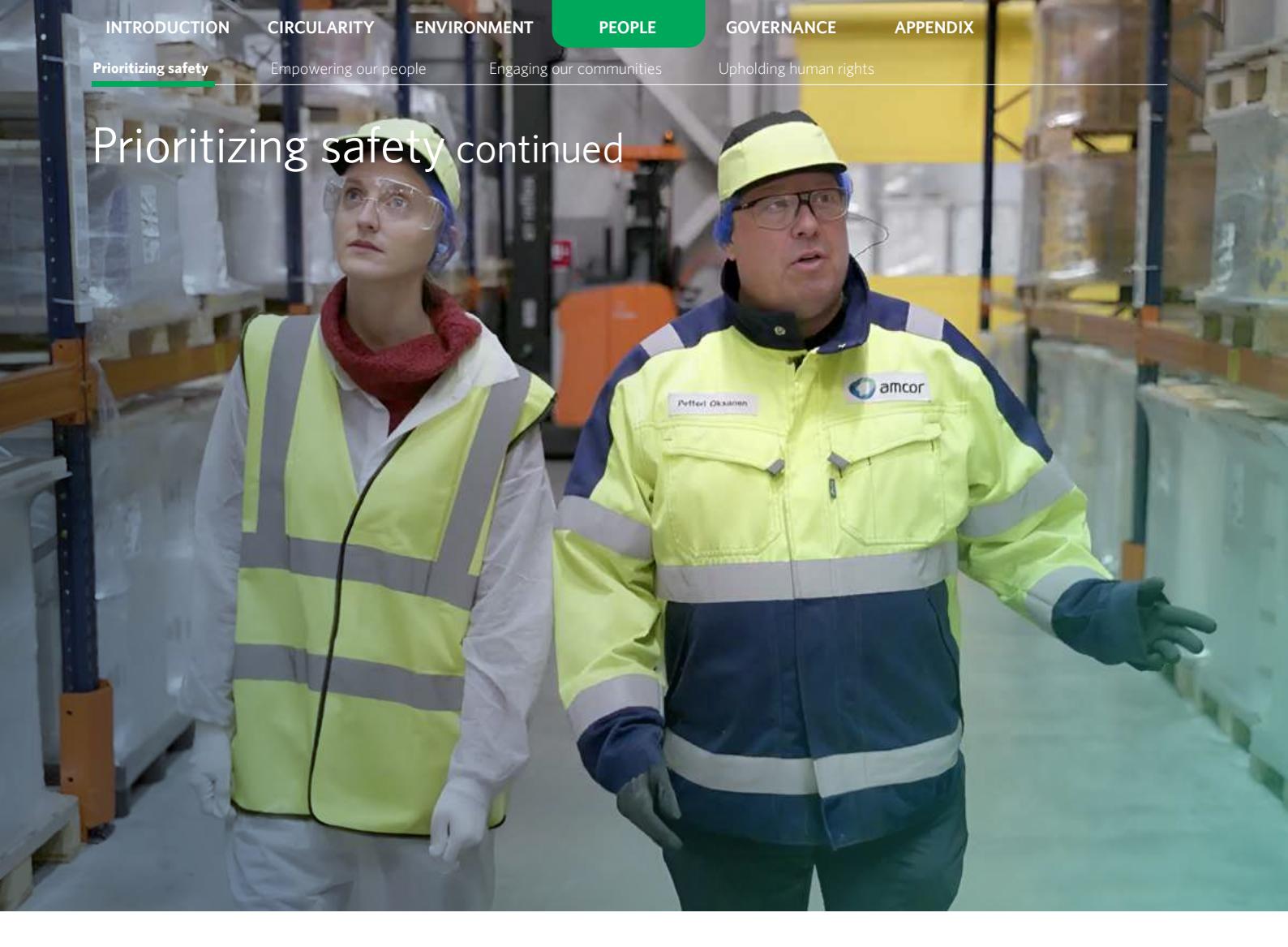
Each of our business units has a product safety team in place, along with processes and systems appropriate for their packaging type, risk level, the regulatory environments in which they operate and specific customer requirements. All Amcor products are manufactured in accordance with industry-leading quality and product safety assurance practices.

Around the globe, we have dedicated product quality and safety teams in place to provide guidance, training and support to our sites. We incorporate product safety into our existing quality management systems used for ISO 9001 or ISO 13485 compliance.

Our systems for ensuring product quality are applied from the raw materials through to the finished products. Amcor experts maintain thorough knowledge of the fundamental characteristics, regulations and contact requirements of our raw materials. We use internal and external laboratories to monitor our products and materials, which helps to ensure compliance with industry and customer standards and proactively detect any potential issues.

We have implemented a specification management system across our Flexibles business that allows us to document our direct materials, processes and quality standards for each product. This system promotes and enhances our quality testing and quality limits. It is linked to our enterprise resource planning systems to provide end-to-end documentation and traceability. It is also tied into our sustainability and regulatory compliance databases to provide accurate product sustainability and compliance information.

Prioritizing safety continued



Through a system managed by our regulatory teams, we request information from vendors on material regulatory compliance-related requirements, including but not limited to FDA-21 CFR, CA "OEHHA" Prop65, EU REACH & RoHS, Europe Plastic Regulations EU 10/2011 and other regional- and country-level compliance requirements. We communicate specific data requirements to vendors based on the material sub-category, and the information is stored and maintained within this system.

We use a robust set of product safety approval and review processes for raw materials at our sites and in our R&D innovation centers. Prior to bringing a new material to our manufacturing facilities, it must undergo a thorough review process for approval, during which we closely examine the inherent risks in materials and chemicals, as well as any risks associated with their use and disposal. We employ continuous monitoring processes to safeguard our products and processes, which may involve chemicals known to have negative impacts.

We also maintain documentation through delivery of our finished products to support traceability and demonstrate that the materials have been handled, transformed and delivered according to product safety requirements and third-party audit standards.

Amcor manufacturing sites hold a range of certifications based on internationally recognized standards, and many sites hold certifications for multiple standards. We maintain excellence in quality and product safety performance through strong internal controls to ensure all our products and manufacturing processes are regularly assessed and updated as needed. For this reason, we do not have a universal requirement for sites to hold specific certifications.

Amcor's packaging is only one component of our customers' products and they bear ultimate responsibility for ensuring compliance with health and safety regulations in the marketplace. In the event that customers identify our packaging as a factor in incidents of non-compliance, they may lodge a product claim. Across our global business, two insurance claims of this nature were reported in FY25 and no product recalls from the marketplace occurred.



SPOTLIGHT

Winning for safety

The team at Amcor's site in Alzira, Spain, transformed its safety culture based on a simple premise: when attitudes change, behaviors follow. Following this mindset, they launched a three-part plan to improve safety at the site.

- 1) They introduced a superhero-themed friendly safety competition encouraging employees to imagine what a "perfect shift" would look like, with shift managers taking on superhero identities with special safety powers.
- 2) They held a health week with sessions on yoga, stress reduction and healthy cooking designed to prioritize mental health. The sessions were so successful that the site has created a safety calendar with themed activities and education for each month of the year.

- 3) They implemented the use of digital tablets to reduce time-consuming manual work related to safety reporting. The tablets help the team to communicate more quickly and with more accuracy, as data is available 24/7 and is easy to share across locations. Features like the ability to attach photos when creating risk assessments or voice-to-text dictation capability help streamline manual processes and make reporting more effective and engaging.



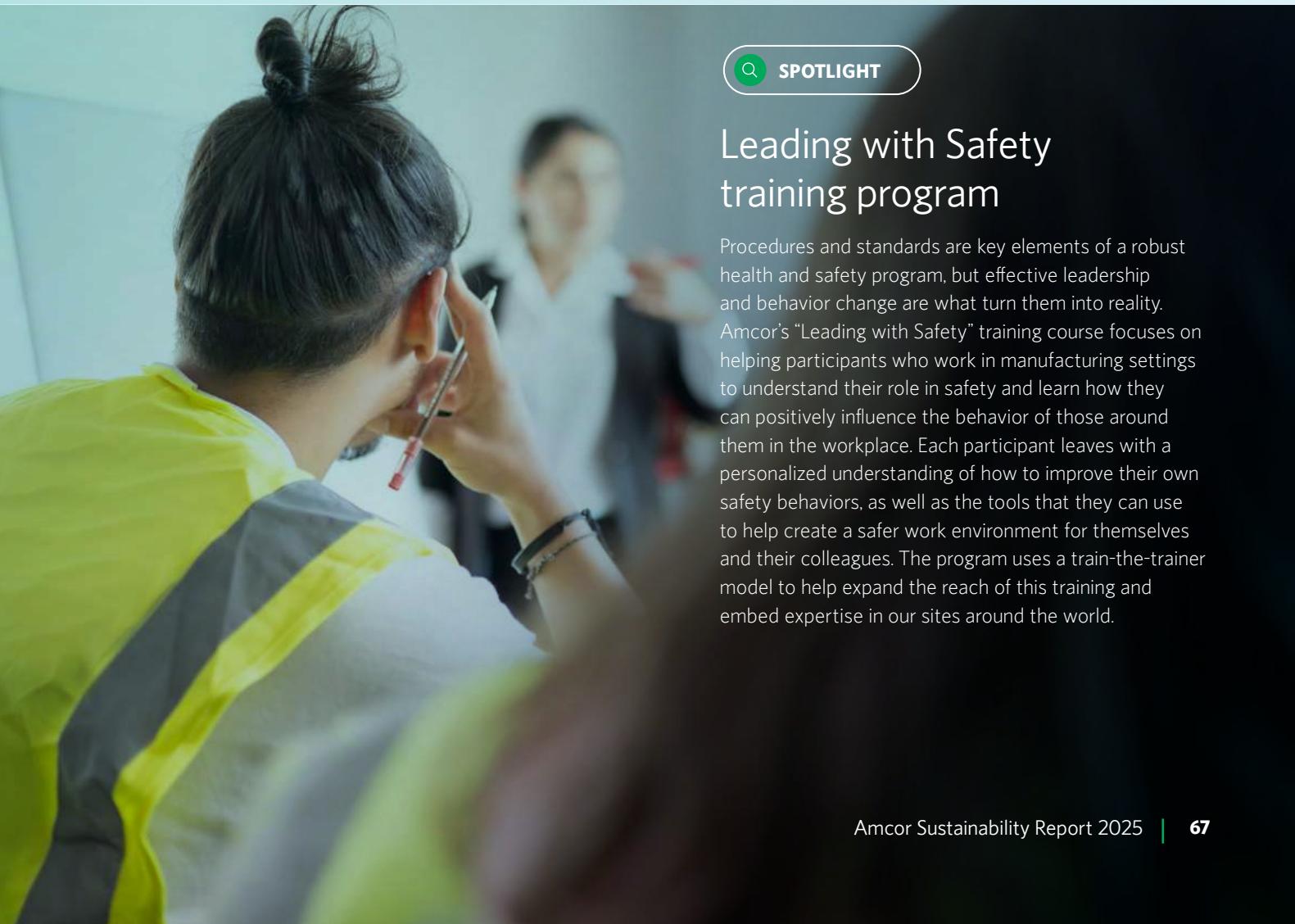
This combination of activities, delivered with a 'make it fun, make it safe' approach, were a huge hit with colleagues and helped to transform safety.



SPOTLIGHT

Leading with Safety training program

Procedures and standards are key elements of a robust health and safety program, but effective leadership and behavior change are what turn them into reality. Amcor's "Leading with Safety" training course focuses on helping participants who work in manufacturing settings to understand their role in safety and learn how they can positively influence the behavior of those around them in the workplace. Each participant leaves with a personalized understanding of how to improve their own safety behaviors, as well as the tools that they can use to help create a safer work environment for themselves and their colleagues. The program uses a train-the-trainer model to help expand the reach of this training and embed expertise in our sites around the world.



Empowering our people

The key behind Amcor's success is our people. We empower our colleagues to act as one global team where everyone has a voice and can make a difference.

Our HR strategy is focused on attracting, retaining, developing and engaging the best talent for our new combined organization. This includes strengthening leadership capability, building a robust talent pipeline, embedding inclusive practices and delivering an exceptional employee experience—all deeply aligned with our strategic priorities, our newly launched culture framework and our EVP.

Following Amcor's combination with Berry, we faced the complex challenge of integrating two organizations with distinct cultures, systems and leadership structures. To support a larger organization, we established a new HR organizational structure reporting directly to the Chief HR Officer to ensure strong functional and business alignment. We introduced centers of excellence to bring specialized expertise in areas such as talent, remuneration and HR

operations, enabling greater consistency, scalability and innovation in our people practices while maintaining the flexibility to meet diverse regional and business needs. We also focused on strengthening change management capabilities, establishing a change community of practice to share resources and training focused on helping leaders to manage transformation successfully and sustainably.

The combination with Berry offers a unique opportunity to evolve how our company attracts, engages and develops talented people, while strengthening inclusion and belonging across Amcor. The integration of our two organizations creates an opportunity to learn from one another and to build on the strengths of both, combining our most effective programs while embracing fresh ideas to meet future workforce needs. With a shared appetite for change, we are committed to innovating our HR practices, leveraging best-in-class approaches and shaping initiatives that elevate the employee experience and drive long-term organizational success.

SPOTLIGHT

Bringing possibility to life through our EVP

In FY25, we introduced a new EVP: "Possibility unpacked. For you. For the world." It aims to articulate clearly why employees join, stay and thrive at Amcor.

Built on three pillars, our EVP reflects a purpose-driven culture and celebrates opportunities for growth, innovation and impact. It embodies our commitment to offering meaningful opportunities to our people while contributing to a more sustainable future. It also anchors how we attract, engage and retain top talent across geographies, functions and career stages.

To develop our EVP, we conducted extensive internal and external research involving more than 6,500 Amcor colleagues and over 200 external candidates across key global markets.

Through surveys and focus groups, we gained a rich understanding of what people value most in their work experience.

We are now embedding the EVP across our talent lifecycle—from recruitment to onboarding, performance to recognition—to ensure a consistent, compelling employee experience that supports retention, drives purpose-led growth and empowers our global workforce.

Recruiting top talent

STRATEGY

Amcor's HR function prioritizes recruiting best-in-class talent to support our growth agenda, while also helping existing employees to unlock exciting career growth pathways within the company.

We strive to ensure our teams are equipped with a growth mindset and the skills needed to build the future of packaging, fostering both retention and development of key talent.

TAKING ACTION

Amcor teams continued making great strides forward in terms of getting the right talent into the right roles in FY25. Through our social media and job seeker channels, we build brand awareness and showcase our sustainability and innovation capabilities to help attract talented candidates to Amcor's workforce.

HR teams across our global business have taken meaningful steps to embed Amcor's EVP into our talent recruitment practices to ensure our employees and potential candidates encounter a compelling and consistent message. Our EVP enables potential colleagues to gain a clear sense of what it means to work at Amcor—what a career might look like and the impact that our packaging can make when it comes to keeping people healthy or driving innovation in sustainability.

Talent teams within our business groups are using EVP-branded visuals and materials for local job fairs and college campus events to showcase the culture and opportunities that Amcor offers so that candidates can envision joining the organization and understand how their contributions could bring a sense of personal fulfillment.

We encourage employees to own their careers—supported by their managers and enabled by Amcor—and search for their next job opportunity within our organization. Amcor's talent and development teams have developed career conversation guides to better equip employees and people managers for conversations about career growth within Amcor. We highlight open positions to current employees through internal job search tools and employees are able to set job alerts to receive notifications when roles they are interested in become available.

We also engage with learning institutions through partnerships and investments to develop a pipeline of talent with unique capabilities that will help Amcor grow, both now and in the future.

Several of Amcor's offices and sites around the world offer summer internship programs aimed at attracting emerging talent across multiple areas of the business, while providing students with meaningful, hands-on experience. Interns in the programs such as these help to contribute to impactful projects that influence operational processes and drive positive change. Partnerships with local universities on programs like these help strengthen long-term community relationships and open the door to year-round internship opportunities, further enriching the student experience and talent pipeline.

Our collaboration with Michigan State University's School of Packaging, where Amcor sponsors an endowed chair of packaging sustainability on the faculty, connects us to highly qualified engineers as they graduate from one of the world's most prestigious packaging schools. Amcor colleagues support developmental research projects, provide guest lectures in various classes, offer unique internship opportunities for students and frequently hire graduates.

Empowering our people continued

Driving employee engagement

STRATEGY

Employee engagement is central to everything we do—it is a critical driver of culture, performance and retention. We are gradually transitioning Amcor's engagement strategy from a centrally led model to one that is locally owned and driven by each business group's unique needs and practices.

TAKING ACTION

Programs like our Engagement Ambassador Network, piloted and expanded in previous years, continue to empower teams at the site level to shape the engagement agenda and drive meaningful change. The network offers an opportunity to collect, share and take action on feedback while furthering the sense of connection employees feel to their broader Amcor family.

We have historically conducted an annual global engagement survey to help us understand how well Amcor employees are engaged and where we need to focus to make our workplaces even better. In FY25, we paused our annual survey to focus on achieving a successful integration with Berry, but we continued to prioritize listening through targeted pulse surveys, town halls, listening sessions and resource groups.

Looking ahead, we plan to run a survey during FY26 to gather insights on how our people are experiencing the newly combined Amcor. This will help us to assess the cultural alignment, identify areas of opportunity and shape the next phase of our employee experience strategy.

In FY25, our teams implemented several creative ways to take ownership of their employee engagement strategies:

- **Zutphen site, Netherlands:** The weekly interactive meeting (WIM) has become a platform for building connection, transparency and trust across the shop floor and beyond. Held every Monday at 3 p.m. in the canteen, the WIM brings together colleagues from production, maintenance, the warehouse and quality control, with a larger monthly “Big WIM” that also includes office-based teams. Through these meetings, site leaders provide operational updates, answer questions and share key topics. Importantly, they offer a space for employees to engage directly with the management, raise concerns, share ideas and see their role in the bigger picture. The WIM initiative gives voices to teams, encourages open communication and helps people to feel more connected to the purpose and pulse of the organization.

- **Healthcare business unit, EMEA:** Initiatives were launched to recognize personal and professional milestones of colleagues at the plant level, such as work anniversaries, retirements, weddings, childbirths and seasonal celebrations. By celebrating such milestones, we reinforce a culture of appreciation and inclusion—not just for employees' work, but for the life moments that shape who people are. The initiative aims to increase employee morale and emotional engagement, strengthen team cohesion and informal workplace networks and promote a culture aligned with Amcor's people-first values.

- **Nový Bydžov site, Czechia:** “Breakfast with the plant General Manager” events help to drive engagement with colleagues at the facility. These voluntary events help to celebrate work anniversaries, show appreciation of long-standing employees and build interpersonal connections between colleagues from different departments. The pleasant, informal atmosphere helps people to learn more about each other and fosters a closer connection between plant leaders and their teams. After implementing this program, the site saw significant improvement in the responses to the global engagement survey question “Amcor demonstrates that people are important to the company's success”.

Building future-ready talent

STRATEGY

We are committed to nurturing our internal talent and building the next generation of leaders. Our approach to talent development includes structured development programs, succession planning and experiential learning, which are all aligned to our culture framework and strategic goals.

TAKING ACTION

Talent coordination

As part of our work to develop talent within our organization, Amcor leaders convene Talent Councils to review the people within their teams and identify potential successors for key roles. The councils are held at least annually, and are typically facilitated by HR business partners or talent directors to help managers calibrate talent and plan for future needs. Action plans are developed to help drive personalized growth planning for employees and keep Amcor's talent pipeline healthy.

Amcor also maintains a Talent Network, which brings together talent leads across the organization. The network convenes monthly to share best practices and promote consistency in talent development, enabling even closer alignment, stronger collaboration and increased scalability of best practices across the enterprise.

Training and development

Another way we foster talent within our workforce is through development programs and skills training. Our technical, functional and leadership capability development programs help employees build skills and confidence as they work toward their career aspirations, offering relevant learning opportunities for employees at all levels of the organization. Our skills training programs focus on the specific tasks and requirements of different functions and roles to help employees build capabilities related to their careers.

To drive strong leadership development capabilities, initiatives such as Amcor's Senior Leadership Development Program emphasize emotional intelligence, values-driven leadership, coaching and immersive learning to prepare leaders to influence, engage and drive Amcor's future vision. Legacy Berry offered a similarly focused Global Leadership Development program in FY25, bringing together participants from across the global business for a three-day program focused on aligning high-potential leaders toward the company's strategic goals, with a focus on learning agility, continuous improvement, sustainability and business awareness.

Another area of strong focus is the development of people and teams at our manufacturing sites. Moving forward, we will continue cascading best practices from initiatives such as Amcor Rigid Packaging's Front-Line Leader Development Program, which equips front-line leaders in operations with the skills and tools that they need to lead their teams effectively, lead their teams, and Amcor Flexibles North America's Fueling Leadership Excellence Program, which offers an eight-month journey of workshops, peer coaching and real-world application to prepare manufacturing leaders to navigate complexity, lead through change and drive results across functions.

Several Amcor business groups offer tuition reimbursement for employees. By supporting colleagues pursuing education in fields that benefit Amcor, we create deeper knowledge and strength within our organization to tackle new problems with new solutions. This approach also provides us with more depth in succession planning, particularly where roles require certain degrees or technical knowledge.

Empowering our people continued

Each business group independently manages its training and career development initiatives, which are generally monitored at the site level and not captured in a centralized system. For this reason, we do not report global metrics for training or career development.

Similarly, Amcor does not have a central tracking system for performance review data covering all employees. Our HR tracking systems primarily capture metrics for corporate and management roles. The performance management process for these employees includes annual goal setting, recording goals in a system and tracking performance via regular meetings between employees and their managers, with formal half-year and year-end reviews.

In FY25, our systems recorded approximately 9,300 performance reviews for management-level employees.

We also conduct annual performance reviews for all employees at our manufacturing sites, but as these are not captured by our central HR tracking systems, data on the actual number of reviews completed for this group is not available.





SPOTLIGHT

Amcor Flexibles Academy at St Seurin

Amcor's St Seurin site in France has developed an internal training program to capture and transfer operators' and adjusters' expertise on specialized machines. Two full-time technical trainers lead the initiative, supported by experienced mentors.

To boost knowledge sharing, teams involved in the program are developing a video tutorial library using footage filmed directly on the production line. The program aims to preserve valuable know-how, ensure smooth skills transfer and strengthen team capabilities.

The program's success has been driven by trainers' dedication, mentors' pride in sharing their expertise and a shared understanding of the importance of knowledge retention within the organization.

Since the program was launched, active mentors increased from eight in December 2023 to 37 in June 2025 and cross-functional operators have risen from 31% in June 2024 to 46% in June 2025. In addition, nine standardized training checklists and five video modules have been added to the training library.



Amcor Specialty Cartons Technical College

In FY25, Amcor Specialty Cartons celebrated the first anniversary of the launch of its Technical College (TC), which is a bold vision to enhance technical capability and operational excellence. The TC was created to address a clear business need: equipping our shift team leaders and equipment operators with the knowledge and practical skills required to lead operational improvements and drive our zero-loss journey forward. Through a dynamic combination of theory and hands-on learning, the TC focuses on building mastery in technical manufacturing domains, transforming learning into an operational tool. The program also emphasizes the importance of preparing participants to take on the role of trainers upon returning to their plants, providing soft skills training to help them build confidence as change leaders. In just 12 months, the initiative welcomed three cohorts of passionate learners, delivered world-class training and laid the foundation for a sustainable culture of continuous improvement.

Empowering our people continued

SPOTLIGHT

Mindful Matters resource group

The Mindful Matters resource group, which kicked off in late 2024, is focused on employee health and well-being. The group held its first major initiatives in May 2025 in celebration of Mental Health Month, with training on reducing stress and a webinar focused on mental health in the workplace. Mindful Matters has three main goals: increasing awareness around the mental health resources offered by the company, reducing the stigma and dispelling myths around mental health by offering informative webinars and materials on a variety of related topics and providing education for people leaders to navigate mental health challenges in the workplace.

Supporting our colleagues

STRATEGY

Amcor recognizes the importance of supporting colleagues throughout their professional and personal journeys by offering robust resources that promote physical, mental and professional well-being. From wellness programs to psychological safety to career transition support, we remain focused on caring for the whole person.

TAKING ACTION

Health and wellness resources

Amcor offers a range of resources to help our employees learn about and foster good physical and mental health and, when needed, take action to address challenges that they may be experiencing.

One key resource that we offer to colleagues is through Amcor's Employee Assistance Program (EAP), which is a confidential service available in most regions that offers help with personal and work-related issues, ranging from mental, financial, physical and emotional well-being.

Through this program, professionally trained advisors are available to provide support, referrals and resources for a wide range of personal and professional challenges. The EAP services are offered at no extra cost to employees and their families. All EAP services, including conversations and counseling, are confidential, and both live advisors and online resources are available around the clock.

Several business groups offer fitness classes, educational resources on physical fitness and fitness reimbursement programs designed to encourage employees to stay physically active by offering reimbursement for gym membership fees, home exercise equipment, tobacco cessation programs and similar expenses.

To promote positive mental health, business groups have implemented a range of awareness and well-being initiatives. In FY25, these included hosting a series of educational "Mental Health Roadshows" at sites in the UK and the EU and offering educational videos, webinars and interviews during mental health awareness month.

The team at our Zurich office offers well-being support to colleagues experiencing stress or psychological difficulties through our Mental Health First Aiders initiative. They worked with a certified training partner to train a group of 19 colleagues to support employees in need across several sites in Switzerland. Since its inception in FY24, the team has provided dozens of interactions meant to offer comfort, value and a sense of psychological safety in the office.

In North America, our “It’s Ok to Not Be Ok” website helps users to access the appropriate resources based on their symptoms and needs, including anonymous online mental health screenings, educational resources, Amcor assistance programs and crisis helplines.

Moving forward together, we will continue to prioritize employee health and wellness as we work to create a resilient workforce that thrives in and outside of the workplace.

Support in career transitions

As employees transition out of Amcor, we offer assistance programs designed to facilitate continued employability and management of career endings resulting from retirement or termination of employment. The availability of these programs depends on local business practices and the employee meeting established eligibility requirements for receiving transition assistance support. For eligible employees, we offer support through a third-party resource that provides transition assistance such as resume-building, interview preparation, self-marketing, career coaching sessions, career aspiration reviews and identification of potential job opportunities. Where applicable, we also work with third-party vendors to offer pre-retirement planning for employees approaching retirement, as well as working with them to support the gradual reduction of hours. Some sites offer contract work for skilled maintenance positions after retirement.

SPOTLIGHT

Empowering employees to enhance their work experience

For several years, the HR teams at several sites in North America have been rolling out UKG Pro, which is a workforce and human capital management platform designed to support employees and enhance the overall work experience. The primary objective of the tool is to improve employees' work-life balance by providing greater visibility of scheduling options and enabling shift-swapping capabilities, which empowers employees to post open shifts that they need cover for and pick up shifts from others. Employees who use the system also benefit from enhanced visibility into their attendance records, accurate tracking of time off and real-time access to work schedules. FY25 saw the tool onboarded at additional sites in North America, with thousands of open shifts posted and covered during that time. Full implementation of the system is targeted for completion by early 2026.



Empowering our people continued

Shaping culture, inclusion and employee experience

STRATEGY

Following Amcor's combination with Berry, we launched a new culture framework that reflects our shared purpose, values and behaviors. This framework brings unity to our organization and sets clear expectations for how we work and lead, ensuring consistency across our diverse global footprint.

- Purpose:** Together, we elevate customers, shape lives and protect the future.
- Values:** Safety, customers, winning, agility, sustainability.
- Behaviors:** I do the right thing, I champion customers, I dream big, I make things happen, I play for team Amcor.

Our inclusion and belonging approach is embedded within our broader culture and leadership development strategy, ensuring every employee feels valued, connected and empowered to contribute. This strategy is structured around three key pillars:

- Belonging and connection:** We are focused on strengthening our internal community and aligning with our external brand and purpose.
- Inclusive leadership and culture:** We are equipping leaders and teams with inclusive tools, practices and opportunities to build a culture where everyone can thrive.
- Listening and measurement:** Accountability and responsiveness to employee sentiment remain central to our strategy.

We believe that an exceptional employee experience is rooted in strong people management capabilities. To embed this across our organization, we equip our leaders with the tools, mindset and behaviors needed to lead employees effectively at all stages of their work with Amcor.

TAKING ACTION

Culture

To bring our new culture framework to life, we launched a series of global and local initiatives focused on embedding it into the everyday employee experience:

- Day 1 launch:** On May 6, we kicked off an exciting new chapter for Amcor. Across the globe, teams came together to celebrate Day 1 of our successful combination, bringing incredible energy, unity and enthusiasm to this milestone moment. Videos and materials such as posters, banners and triptychs introduced the culture framework and new global messaging as part of our Day 1 celebrations.
- Leadership activation:** We held culture sessions to raise leaders' awareness of the framework and its practical applications. Leaders highlighted examples during Day 1 celebrations at sites worldwide, demonstrating the connection between the framework and day-to-day actions.
- HR as culture ambassadors:** We equipped HR colleagues globally with tools and resources to support people managers and teams in adopting the new framework.
- Manager enablement:** We created a dedicated "Culture People Manager Guide" to help managers facilitate culture conversations with their teams.
- JumpStart:** We relaunched our virtual onboarding experience called JumpStart, which was designed to provide existing employees and new joiners with a comprehensive introduction to Amcor, including an episode on the new culture framework, through podcasts and live sessions.
- Embedding into Talent processes:** We integrated the culture framework into core talent processes, including recruitment resources, onboarding and performance management.
- Ongoing reinforcement:** We publish articles on our intranet highlighting elements of the framework. Leaders regularly reference the framework during town halls at division, business group and site levels.
- Measuring alignment:** We collect feedback on cultural alignment through our integration survey to track progress and inform future actions.

Inclusion and belonging

To support our inclusion and belonging strategy, we are deepening the connection between our internal inclusion efforts and our community engagement and EVP, which reinforces a consistent brand narrative internally and externally. We are also in the process of establishing a new global Inclusion and Belonging Network to ensure coordinated, scalable and consistent practices across regions.

We use pulse and engagement surveys to listen and stay close to employee needs and adapt our approach as necessary. Workforce data helps us assess program effectiveness and gain deeper insights into our workforce composition and employee needs.

One key way that we drive inclusion and belonging is through our resource groups, which are employee-led, high-impact engagement levers and open-access platforms that foster connection across the organization.

Following the integration of our legacy organizations, we now have a total of 10 resource groups across the company. We are currently working to align these groups under a common framework to ensure consistency, amplify their impact and provide all employees with equitable access to community, development and support across the globe.

We have taken several additional steps to build inclusive leadership and culture at Amcor. We are launching a mentoring program to enhance integration, collaboration and internal mobility, which is particularly important as we unify teams across the new combined company. Through global observances such as International Women's Day,

Pride Month, Mental Health Awareness Month, Disability Inclusion Month and Black History Month, we celebrate inclusion and belonging. We continue to focus on purposeful, inclusive hiring that expands access to new talent pools and reflects our global footprint and ambitions.

Employee experience

In FY25, we launched the Amcor Employee Experience (Amcor EX) training program to empower people managers and plant leaders with the skills, tools and mindset to create and elevate meaningful "moments that matter" for their teams. By focusing on recruitment, onboarding, performance and development, leaders can create a workplace where employees feel valued, supported and empowered. This, in turn, supports our commitment to an exceptional employee experience and improved retention.

The Amcor EX program was co-designed through a strong global collaboration between HR and operational leaders, ensuring strategic alignment and practical relevance. The primary objective is to emphasize to our managers the critical role that they play in shaping the employee experience and how their actions directly contribute to Amcor's future growth. By equipping managers with the right skills and mindset, we empower them to create meaningful, positive interactions that drive engagement, motivation and performance. Following a successful pilot across 16 sites in September 2024, the program officially rolled out globally in March 2025.



Empowering our people continued

SPOTLIGHT

Amcor Cultural Space

Colleagues at Amcor Specialty Cartons Buenos Aires brought engagement to life when they created the Amcor Cultural Space (ACS), a concept designed to celebrate creativity, foster collaboration and showcase the unique talents of our people. The concept has become a cornerstone of engagement at the site and aligns directly with key focus areas identified in Amcor's most recent employee engagement survey.

The ACS helps to demonstrate deep respect for each individual by involving employees in meaningful initiatives like My Fingerprint, which is a collaborative book that captures the unique stories, thoughts and contributions of each employee. It demonstrates the team's commitment to celebrating the people who drive Amcor's success, highlighting individual profiles that showcase employees' passions and achievements. Engagement thrives when employees are given opportunities to grow, learn and develop, and the ACS inspires this through cultural events featuring orchestral music, tango and book sharing to emphasize the value of creativity and collaboration. By listening to employee feedback, celebrating individual contributions and supporting personal and professional growth, the team in Buenos Aires has created a culture of collaboration and pride.

SPOTLIGHT

I Am Remarkable

Amcor's HR team in the Asia Pacific region has integrated the #IAmRemarkable campaign as an important part of its inclusion and belonging program. This global movement, originally started by Google, is designed to empower individuals to celebrate their achievements and challenge social perceptions around self-promotion. The initiative includes interactive workshops that guide participants through reflection, research and exercises to build confidence in articulating their accomplishments.

In FY25, our talent team, country ambassadors and local HR teams collaborated to roll out the #IAmRemarkable program to all Amcor sites across the Asia Pacific region. They continue working to expand the reach of the program through additional sessions in both virtual and face-to-face formats.

Engaging our communities

STRATEGY

At Amcor, we believe in making a difference beyond the workplace and supporting our communities around the world. To strengthen our role as a responsible corporate citizen, we rolled out a community engagement framework to provide employees with meaningful opportunities to volunteer and contribute during times of crisis. Through volunteering and emergency relief efforts, we give back and support our communities where it is needed most, bringing our company values and culture to life.

TAKING ACTION

Volunteering

Amcor's volunteering efforts not only make a tangible difference in communities, but they also demonstrate our commitment to good corporate citizenship and foster a greater purpose across the organization.

We have established a set of corporate volunteering guidelines designed to help colleagues channel collective energy and passion into initiatives that align with our company values. These guidelines identify three global themes for volunteering:

- **Caring for people:** We support initiatives focused on enabling the access and delivery of food, drinks and medicines to people in need in our communities.

- **Caring for the environment:** We support initiatives that educate our communities about packaging recycling practices and the importance of reducing the impact on the planet.

- **Caring for future talent:** We support international and local projects in science, technology, engineering and mathematics (STEM) to promote interest in these disciplines among young people.

Emergency relief

Amcor has developed a company-wide approach to assess the impact of emergencies, define proportionate responses for emergency relief and support our colleagues and their families who have been impacted by natural disasters. Having an emergency relief plan in place allows us to respond with speed and agility to unexpected community needs, which ultimately enables us to be a more effective partner.

Our emergency relief impact assessment matrix helps us to determine the severity of the impact by considering a range of factors including loss of life, impact to site, impact on local communities and available emergency recovery systems. Based on the assessment result, we activate a response to deliver essential humanitarian aid to the individuals and communities affected that is proportionate to the size and scope of the need. This approach ensures a transparent, fair and effective process for emergency relief and improves Amcor's agility in decision-making across diverse scenarios.



Empowering our people continued

Making an impact around the world



US: EVANSVILLE, INDIANA

PARTNERSHIP WITH HELFRICH PARK STEM ACADEMY

Volunteers from Amcor's Blue Clover studio mentored Indiana students as part of a challenge to reimagine a commonly used plastic product and develop a more sustainable, cost-effective and innovative packaging solution.

Amcor's volunteer work and disaster relief reaches our communities around the world. This map shows just some of the many impactful projects in FY25.



DOMINICAN REPUBLIC: EL POMIER

BRINGING CLEAN WATER TO EL POMIER COMMUNITY

Twenty-two volunteers and their families from our Haina site partnered with the Wine to Water foundation to bring clean water solutions to the community of El Pomier, which is home to around 100 families.



COLOMBIA: CALI

TRANSFORMING PLASTIC WASTE INTO EDUCATIONAL SPACES

Through the Bottles of Love project, Amcor colleagues collected more than 600 metric tons of post-consumer flexible plastic waste and transformed it into plastic wood, which was used to build two local school classrooms.



- Community cleanup
- Emergency relief
- Caring for future talent
- Caring for people
- Caring for the environment



UK: BECCLES

ENGAGING STUDENTS WITH COMPLEX LEARNING NEEDS

A group of apprentices from our Training Academy visited the Great Yarmouth Community Hub. There, they engaged in creative craft activities with adults living with severe disabilities and dementia, and gained a valuable perspective on the hub's essential role in the community.



SPAIN: VALENCIA

HELPING COLLEAGUES AFFECTED BY FLOODING

When Spain experienced devastating flash flooding, colleagues in the region quickly came together to support the affected employees and their families with essential supplies. To further aid emergency relief and recovery efforts in the area, Amcor partnered with the Red Cross to contribute \$25,000 to assist those affected by the disaster.



GLOBAL

COMMUNITY CLEANUP EVENTS

More than 2,500 Amcor colleagues took action to clean up their local environments at 85 community cleanup events held over the course of two weeks in September 2024. Together, volunteers collected and properly disposed of more than 5,000 kg of waste.

SINGAPORE

DELIVERING CARE PACKS TO UNDERPRIVILEGED HOUSEHOLDS

Forty-seven Amcor volunteers partnered with the South West Community Development Council to pack and distribute over 500 care packs for underprivileged households in Jurong.

Upholding human rights

STRATEGY

Amcor's approach to protecting human rights aligns with the International Labor Organization Declaration on Fundamental Principles and Rights at Work. This widely recognized framework defines five key obligations essential to upholding basic human values: freedom of association and the effective recognition of the right to collective bargaining, the elimination of all forms of forced or compulsory labor, the effective abolition of child labor, the elimination of discrimination in respect of employment and occupation and a safe and healthy working environment.

Our strategy for managing and upholding human rights focuses on both our people and those in our supply chain. Across our global business, Amcor's HR, EHS, plant management and legal teams work together closely to make sure that we are maintaining practices that uphold our legal and moral obligations to protect human rights within our workplaces. In our supply chain, Amcor's procurement team continues taking steps to understand better, assess and mitigate human rights and environmental risks. Responsible sourcing is a key element of our procurement group's sustainability strategy, along with carbon footprint reduction and materials sustainability.

The combination of Amcor and Berry has strengthened our capabilities and honed our focus in both areas. By bringing together the deep expertise of both teams and integrating best practices from each organization, we are now better positioned to engage more effectively with our workforce and our suppliers to drive greater change across the packaging value chain.

This work is underpinned by Amcor's Human Rights Policy, Code of Conduct, Supplier Code of Conduct and other global policies, which outline our priorities and commitments related to human rights. We further report on modern slavery annually in a Modern Slavery and Human Trafficking Statement and on our use of conflict minerals annually through a Form SD filing with the US Securities and Exchange Commission, both which can be accessed through our public website.

TAKING ACTION

Human rights in our workplaces

In FY25, we took an important step forward on our human rights journey by creating Amcor's first Human Rights Policy. It describes our priorities for conducting business in a manner that aligns with internationally respected human rights and respects the dignity of all people, prioritizing focus areas that include workplace health and safety, freedom from discrimination and harassment, freedom from child labor, freedom from forced labor, freedom of association and collective bargaining, compensation, working hours and environmental justice. It describes the grievance mechanisms that we have in place for reporting potential human rights issues and the corrective action and remediation process we are committed to in the event of a confirmed incident.

We further demonstrate our adherence to these principles through our participation in organizations such as Sedex, a global membership organization dedicated to driving improvements in ethical and responsible business practices in global supply chains. We participate in Sedex in two ways: self-assessment questionnaires (SAQs) and Sedex Members Ethical Trade Audits (SMETA).

SAQs focus on topics such as company policies, safety standards, working conditions and environmental impacts. We aim for all of our manufacturing sites to update their SAQs annually. Following Sedex's update of the SAQ module in October 2023, we set a goal for all of our sites to have updated their SAQs using the new module by the end of calendar year 2024. We were proud to achieve this goal. Following our combination with Berry, we are in the process of rolling out this practice to all new sites. As we work toward gaining a comprehensive view of our performance across the combined company, our HR teams are exploring opportunities to use site-level SAQ results to track performance on human rights and labor practices within our operations and identify opportunities to continue improving.

Amcor sites also complete SMETA audits when customers request them. These four-pillar audits provide a standardized and verifiable approach for assessing performance related to labor, health and safety, the environment and business ethics. In FY25, Amcor sites completed 49 full and follow-up SMETA audits, as well as a range of other customer-specific social audits focused on ensuring responsible and ethical management practices are in place at our sites. We use the results of these audits to identify and share best practices and implement corrective actions to drive improvements.

Human rights in our supply chain

We strongly value our suppliers as partners in ensuring the quality of our products, supporting the continuity and smooth functioning of our operations, driving progress toward our long-term sustainability goals and ensuring human rights are protected across the supply chain.

Amcor's supply chain is a complex global network consisting of more than 33,000 external product and service suppliers, with whom we spent approximately \$10.1 billion in FY25. We categorize our suppliers as strategic, critical, core and other based on our spend and their size and strategic importance to Amcor. We reassess our supplier categorization annually to make sure that the list is accurate and up to date. In FY25, a total of 139 suppliers were considered strategic or critical; combined, they represented approximately \$5 billion of our total spend.

We aim to implement a best-in-class responsible sourcing program within our global supply chain, and are building our capabilities in the area of human rights and environmental due diligence.

Supplier Code of Conduct

Amcor's Supplier Code of Conduct (SCoC) covers the areas of ethics and business integrity, human rights and labor standards, the environment, health and safety, privacy, intellectual property and cybersecurity. Our goal is for 100% of our strategic and critical suppliers to sign our SCoC or demonstrate that they have an equivalent internal code of conduct in place. In FY25, we achieved 93% compliance with this goal, with 129 strategic and critical suppliers representing a spend of \$4.9 billion reaching this benchmark. We focus our tracking efforts on the most financially material set of suppliers. However, as a standard part of our supplier onboarding process, all new suppliers managed centrally through Amcor's global and business group procurement teams are expected to sign and comply with our SCoC before they start doing business with Amcor.



Upholding human rights continued

Following our combination with Berry, we updated Amcor's SCoC to integrate the strongest elements of both legacy companies' standards. This update demonstrates our responsible sourcing priorities to customers, investors and regulators, who have increasingly high expectations related to the management of human rights and environmental impacts in the supply chain. We will roll out this new SCoC to our supplier base over the coming year.

EcoVadis assessments

Amcor requests that all our strategic and critical suppliers complete assessments through the EcoVadis global supply chain sustainability rating platform. EcoVadis helps us to evaluate each supplier's performance regarding the environment, labor practices and human rights, fair business practices and procurement sustainability. Based on a supplier's responses, our procurement and sustainability teams can assess whether additional interventions are necessary to reduce risk and, if so, to engage correctively with the supplier. Our global goal is for 75% of our strategic

and critical suppliers to complete an EcoVadis assessment every two years, with a minimum score of 45. This is EcoVadis' recommended threshold for good performance, recognizing that a company has structured sustainability initiatives in place. As of June 2025, 113 (81%) of our strategic and critical suppliers—representing a total spend of \$4.1 billion—had done so. We identified five suppliers with a score below 45, and followed up through EcoVadis to request that they engage in corrective actions to improve their scores.

Supply chain risk mapping

In FY25, we launched the newest element of our responsible sourcing program: a supply chain abstract risk assessment focused on human rights and environmental risks. Using this tool, we assessed more than 7,700 of our direct and indirect suppliers—representing 93% of our total global spend—mapping potential risks based on each supplier's industry and location. The findings from this exercise are helping us to understand the potential risks across our supply chain as we establish new risk-based responsible sourcing goals for FY26 and beyond.





Supplier onboarding questionnaire

Many of our business groups require new suppliers to complete a self-assessment questionnaire during the onboarding process. This questionnaire contains a set of sustainability-related questions, which help our procurement teams assess and address potential environmental and social risks before we initiate a relationship with the supplier. The topics covered vary slightly between business groups and are based on the most relevant local issues, but they commonly include environmental incidents, labor/safety violations, ethical supply chain audits, participation in environmental reporting, environmental certifications, business ethics and environmental management policies, sustainability goals and the coverage of environmental, health, safety, human rights and social requirements in the supplier's code of conduct.

Buyer training

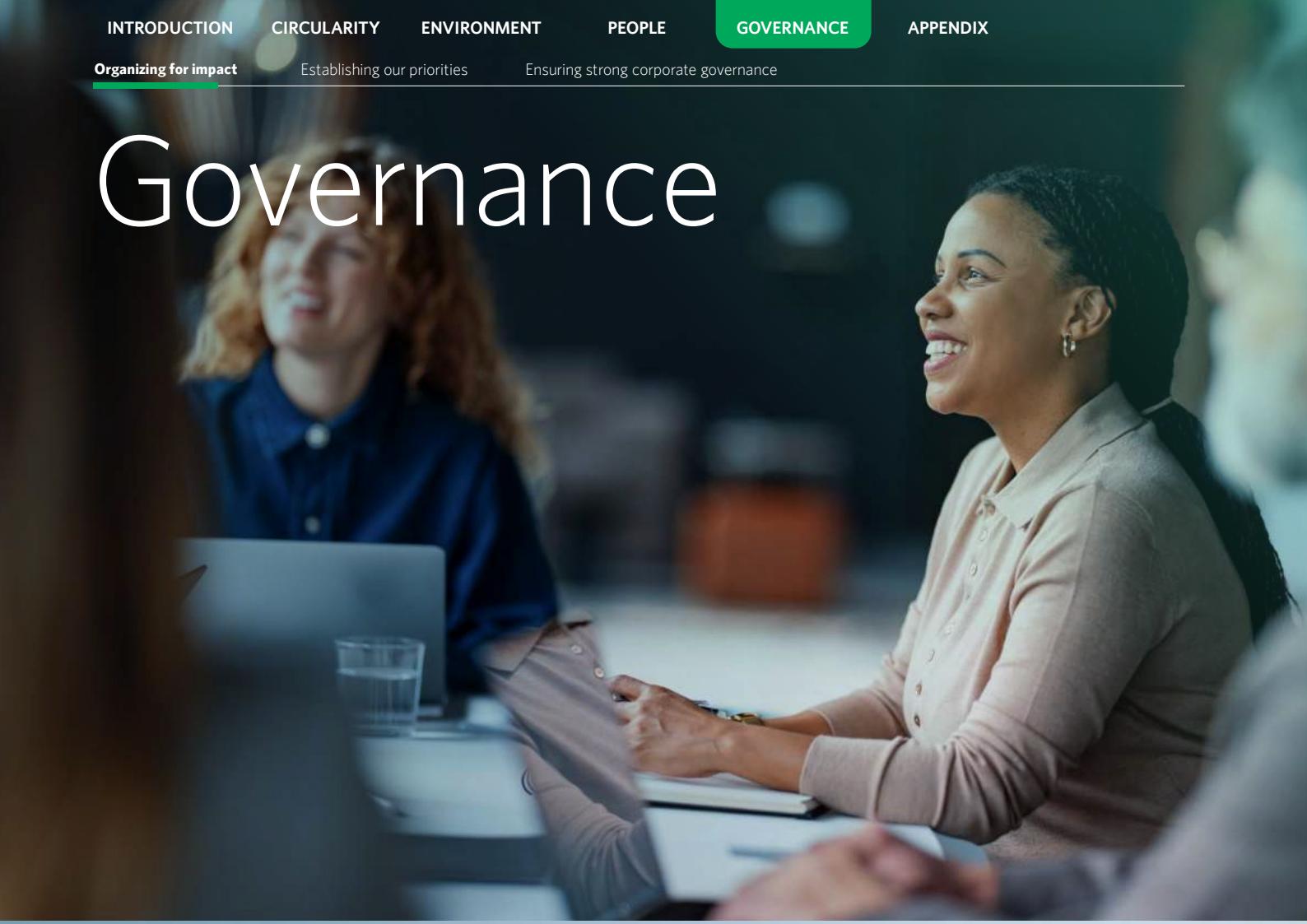
To keep our teams updated on the latest goals and issues related to responsible procurement, we conduct annual sustainability-related training, which is mandatory for team members at or above the level of category manager. In FY25,

this training covered topics such as GHG emissions, packaging sustainability, sustainability metrics, sustainability partnerships and Amcor's decarbonization roadmap. We also hosted modern slavery training for procurement team members in roles that require interaction with suppliers. We achieved a 100% compliance rate, with all 107 in-scope employees completing the training. After our combination with Berry, we rolled out the training to 160 new colleagues.

Value chain collaboration

Amcor works with customers and peers to advance responsible sourcing across the industry through groups such as AIM-Progress, which offers a pre-competitive environment for collaboration on human rights and environmental issues in the supply chain. Some of the projects that Amcor has contributed to in this capacity are the development of a supplier assessment module to evaluate human rights risks in the recycled-content supply chain, the mutual recognition of supplier audits and other assessments, the engagement of indirect suppliers in responsible sourcing activities and the alignment of best practices around supplier codes of conduct.

Governance



Achieved an EcoVadis Silver rating, placing Amcor in the 86th percentile



Achieved an AA rating in MSCI's environmental, social and governance ratings



Achieved an environmental, social and governance B- prime rating from Institutional Shareholder Services



Achieved a B score with CDP in relation to climate change



Our compliance, safety and accountability score with S&P led to Amcor's continued inclusion on the Dow Jones Sustainability Indices Australia Index



FTSE4Good

Maintained our listing on the FTSE4Good Index for the 19th year

Organizing for impact

Amcor is committed to strong corporate governance practices and to transparently reporting on our sustainability performance and impacts.

We consider sustainability from the boardroom to our corporate offices to our manufacturing sites across 40 countries. It is comprehensively embedded within our culture and our core ways of doing business.



“

Good governance is the foundation for any successful organization. Amcor's strong governance practices make sure that we are able to deliver results within an environment of trust, transparency and accountability.

Deborah Rasin
Chief Legal Officer

Structuring sustainability management

STRATEGY

To make sure that we effectively manage our sustainability strategy and are aligned on targets and plans of action, we have implemented a sustainability governance structure that extends from our board of directors to our front-line workers.

Our governance model is designed to support strategic alignment, accelerate progress and ensure transparency in how we manage environmental and social impacts. Regular reporting, cross-functional collaboration and board-level engagement helps to make sure that sustainability remains a core part of Amcor's long-term business strategy.

TAKING ACTION

Amcor's sustainability strategy and its implementation are centrally coordinated by our Chief Sustainability Officer (CSO). This work is overseen by our CEO and supported by Amcor's Executive Leadership Team and Global Management Team, which are comprised of top leaders across functions and business groups. Together, this group establishes the ambitious long-term vision and priorities for Amcor's sustainability strategy and makes sure that we remain on track to achieve them.

Organizing for impact continued

At the highest level of the organization, our board of directors provides input and guidance on this strategy as an integrated part of its oversight of the company's overall strategy and risk management. Relevant sustainability updates, including those related to circularity and climate risks, impacts and strategy, are shared with the full board of directors at every meeting. These updates are presented by the CEO and the CSO.

During these updates, board members review our progress toward our goals and advise on strategic sustainability-related issues. Topics covered during meetings in FY25 included our progress toward our recyclability, recycled content and decarbonization goals. We also discussed our product innovation pipeline, responsible sourcing strategy, global sustainability partnership strategy, the strategic implications of and potential responses to Amcor's climate-related risks and opportunities, and regulatory activity and emerging legislation related to product sustainability. For more information about the board's involvement in human capital governance, please see our FY25 Proxy Statement.

Responsibility for the implementation of our sustainability strategy is shared between a corporate-level sustainability team, business group-level sustainability teams and functional leaders for whom sustainability is a key component of their role. Together, these groups comprise Amcor's Sustainability Leadership Council (SLC). The SLC meets monthly to coordinate upcoming initiatives, align on goals, discuss challenges and share information, ideas and best practices. Members of the SLC also contribute to ongoing discussions related to the identification and management of climate-related risks and opportunities in their regions.

As Amcor's sustainability goals have grown more ambitious in recent years, we have worked to embed sustainability into functions across the business, adding responsibility for sustainability outcomes to job descriptions in teams such as commercial, procurement, HR, EHS and operations. This approach brings fresh perspectives, broader skill sets and greater depth of experience to the table as we work toward our long-term goals.

Creating accountability for outcomes

STRATEGY

Amcor's processes for reporting and reviewing environmental performance data enable leaders at different levels of the organization to view regularly each team's performance on sustainability, while also allowing them the chance to provide feedback on plans to close performance gaps and advise on strategic planning.

Our strategy is built on the principle that accountability drives progress. By embedding performance reviews into business operations, we create a culture of ownership and transparency around sustainability outcomes. This structure enables teams to respond quickly to challenges, share best practices and continuously improve performance in line with Amcor's long-term goals.

TAKING ACTION

To drive accountability for sustainability performance, Amcor completes quarterly reporting activities that help our leaders to monitor progress, celebrate successes and devote additional resources where they are needed.

Amcor's sustainability teams track data for each manufacturing site's environmental performance in a central database. Site champions enter emissions, energy, waste, water and production data from meters and invoices on a monthly or quarterly basis. This data is extracted and analyzed by business group sustainability leaders and combined with sustainability-related data from R&D and procurement to form a quarterly snapshot of performance.

Business group management teams review these sustainability dashboards during quarterly sustainability reviews (QSRs) to assess progress related to emissions, waste, energy, water, raw materials, sourcing activities and design for recyclability. Our Global Management Team reviews the outcomes of QSRs on a quarterly basis, including assessing progress toward company-level targets for reducing GHG emissions, portfolio recyclability and the use of recycled content.

Establishing our priorities

Engaging stakeholders

STRATEGY

Amcor's stakeholders are those who have a direct relationship with or are impacted by our business. Our primary stakeholders include our workforce, customers, investors and suppliers, but we also consider end consumers, local communities, industry bodies, governments, regulatory authorities, NGOs, academia and the environment as important players in the context of our global business.

We value our stakeholders as key contributors to our sustainability strategy. We have developed a variety of mechanisms to engage with each of these groups to share information, exchange feedback, address concerns and collaborate on new initiatives.

TAKING ACTION

To foster meaningful stakeholder engagement, we are proactive about offering opportunities for stakeholders to participate in an active dialogue with Amcor throughout the year.

Some highlights of our FY25 stakeholder engagement initiatives include:

Internal

- Surveying more than 6,500 Amcor team members for internal research about their employee experience as part of our work to hone our EVP.
- Sponsoring resource groups to engage with employees on a range of topics.
- Hosting regular town halls within each business group to give employees insight into upcoming changes to the business and providing opportunities to ask questions to the leadership.
- Launching a "Sustainability Unpacked" webinar series for employees to learn about sustainability topics and interact with experts.

External

- Presenting a series of customer-facing sustainability webinars and question-and-answer sessions focused on of-the-moment sustainability topics.
- Hosting a Supplier Sustainability Summit to educate suppliers about Amcor's sustainability priorities and engage with them on opportunities to reduce Scope 3 GHG emissions.
- Coordinating community cleanup events that gave more than 2,500 volunteers and community members the chance to join together through a shared community benefit project.
- Participating in the fifth session of the Intergovernmental Negotiating Committee on Plastic Pollution, a multistakeholder forum focused on developing an international, legally binding treaty on plastic pollution.

Establishing our priorities

Aligning with global frameworks

STRATEGY

Amcor's strategy is built on a commitment to transparency, consistency and continuous improvement. One way that we benchmark and focus our sustainability strategy is by mapping it against external sustainability frameworks for reporting and assessment, along with global initiatives to drive change in the packaging industry and beyond.

These frameworks help to make sure that our goals are aligned with internationally recognized expectations and reflect best practices across environmental, social and governance topics. By aligning our approach with global standards, we strengthen the credibility of our sustainability efforts and support meaningful progress across our operations.

TAKING ACTION

Reporting

As we shape our current and future strategy, we consider best practices as identified by the Global Reporting Initiative (GRI), Sustainability Accounting Standards Board (SASB) and Task Force on Climate-Related Financial Disclosures (TCFD) reporting frameworks.

We are actively monitoring and preparing for newly emerging reporting regulations and frameworks that will influence the way that we track and disclose our environmental, social and governance (ESG) performance in the coming years, such as the EU Corporate Sustainability Reporting Directive. In FY25, we formed an ESG regulatory reporting team that is well-engaged to participate in this new, more rigorous era of sustainability disclosure.

Assessments

Throughout the year, we complete assessments through external ratings platforms at the request of various stakeholders. Such assessments help us to benchmark our performance and identify areas for improvement:

- **CDP:** A global disclosure system that enables companies to measure and report their environmental impacts. Amcor completes the CDP climate change, water security and forests assessment modules annually. We also help our customers to track their own environmental footprints more accurately through our participation in the CDP supply chain initiative. In FY25, we received an A for our performance in the CDP supplier engagement assessment, a B score for our performance in the CDP climate change module and a C score for our performance in the CDP water security and forests modules.
- **EcoVadis:** A platform for corporate social responsibility (CSR) assessment, monitoring and performance improvement. We complete an annual EcoVadis assessment of our operations at a global level. These assessments evaluate how well a company has integrated CSR principles into its business and management systems and suggest areas for continued improvements. In FY25, Amcor received an EcoVadis Silver rating, placing us in the 86th percentile of all companies rated.
- **S&P Global Corporate Sustainability Assessment (CSA):** An annual questionnaire that reviews a mix of cross-industry and industry-specific questions. Based on our performance, we receive an overall score and percentile rankings for relevant sustainability criteria across economic, environmental and social dimensions. The CSA has become a reference tool for companies to gauge the financial materiality of their sustainability performance from an investor perspective. As a testament to our performance, Amcor secured a place in the Dow Jones Sustainability Index (DJSI) for Australia in FY25.

Global initiatives

Amcor aligns with several voluntary global initiatives that inform our circularity strategy and drive increasingly ambitious goals, such as the Ellen MacArthur Foundation Global Commitment, World Wide Fund for Nature ReSource, the Consumer Goods Forum Plastic Waste Coalition and the Alliance to End Plastic Waste. Many of these include requirements for reporting data externally, which helps to build accountability for progress toward shared partnership goals.

We have additionally identified the UN SDGs that are most material to our sustainability impacts and agenda, and report annual updates on our alignment.

- **Goal 2 – Zero hunger:** There will always be a role for packaging, especially when it comes to addressing global hunger. Amcor's packaging protects and preserves food products across increasingly challenging global distribution chains. It extends shelf life and reduces food loss, avoiding leakage, breakage and waste so that essential food and nutrients reach those who need them most.
- **Goal 3 – Good health and well-being:** Amcor packaging makes sure that essential supplies arrive at their destinations safely, reliable and uncontaminated. We take great pride in knowing that our efforts contribute directly to reducing global health risks by protecting valuable medical, pharmaceutical, home and personal care and food and beverage products.
- **Goal 9 – Industry, innovation and infrastructure:** Amcor focuses on innovation and investment in R&D capabilities, which support our work to develop all of our products to be recyclable, reusable or compostable by the end of 2025. Our global and regional partnerships support this goal by working to foster the development of modern, accessible recycling infrastructure in markets around the world and new recycling technologies that will enable more of our packaging to be recycled as part of a circular economy for packaging. Regionally, we invest in new technologies and partnerships that can positively impact the recycling industry in markets where we do business.

• Goal 12 – Responsible consumption and production:

By designing for recyclability, reducing the life cycle impacts of our products and increasing our use of recycled, renewable and responsibly sourced materials, Amcor supports the sustainable management and efficient use of natural resources. On the production side, we continue to reduce operational waste and responsibly manage the waste that we produce to reduce emissions and minimize local health and environmental impacts. We also promote more sustainable procurement practices through the use of external assessments and our participation in pre-competitive collaborations with suppliers, peers and customers focused on building responsible supply chains.

• Goal 13 – Climate action:

We have worked since 2008 to reduce our GHG emissions and contribution to climate change. As the global focus on this topic and its impacts has grown, we have continued to seek out new ways to reduce our climate-related risks and impacts. Our near-term and net-zero science-based targets have been validated by the Science Based Targets initiative, and our Decarbonization Roadmap outlines our strategy for achieving them. In FY25, our GHG emissions fell by 4% and renewable electricity consumption rose by 100% from the previous year.

• Goal 14 – Life below water:

Amcor actively collaborates with global partners that are focused on reducing marine pollution, such as the Alliance to End Plastic Waste. These partners support research on marine debris and drive multistakeholder action to reduce it. This work is bolstered by our partnerships that are focused on developing waste collection and recycling infrastructure to reduce the leakage of our products into the environment. Additionally, in FY25, all of our sites that use plastic pellets, flakes or granules had implemented management practices consistent with OCS.

• Goal 15 – Life on land:

As we increase our use of renewable materials through innovative product platforms, such as our AmFiber paper-based packaging solutions, we are proactive about managing the impacts of our sourcing activities on terrestrial ecosystems. Amcor's Biodiversity and Fiber Sourcing Policy helps to guide our priorities in this area. Most renewable materials that we buy come from suppliers with third-party certifications related to standards promoting sustainable forest management.

Establishing our priorities continued

Assessing materiality

STRATEGY

By proactively engaging in a materiality assessment process to understand our stakeholders' priorities and concerns, we stay informed about the issues that are most likely to present potential financial, operational and reputational risks or opportunities for Amcor, now and in the future.

The outcomes of each year's materiality assessment inform the content we include in our annual sustainability report and help to guide our broader sustainability strategy. The relevant sections of this report describe how we respond operationally and strategically to the material topics identified through this process.

TAKING ACTION

As part of Amcor's sustainability reporting process, we complete an annual materiality assessment to update our understanding of the topics most important to our stakeholders. For purposes of our sustainability report, we define materiality in accordance with the GRI guidelines for materiality assessment. This process does not equate to financial materiality as presented in Amcor's Annual Report and other financial filings.

Every three years, we conduct a full-scale materiality assessment that involves a comprehensive combination of desktop research, interviews and surveys to understand the perspectives and priorities of our key stakeholders. Our most recent full assessment was completed in FY23, and our next full assessment will be completed in FY26.

During these assessments, we analyze quantitative and qualitative feedback from each stakeholder group to develop a list of material topics based on the concept of double materiality. This means that we consider the topics and issues on which Amcor has the most significant actual or potential impacts, and the topics and issues that could have the most significant actual or potential impacts on Amcor.

In between full-scale assessments, we follow an internal protocol for assessing and updating material topics that is aligned with the GRI's guidance to determine material topics, as defined in GRI 3: Material Topics 2021. Our process is also aligned with the principles of the AA1000 Stakeholder Engagement Standard.

Step 1: Identification

We began our FY25 materiality assessment by considering the following sources to identify a range of potentially material topics:

- Materiality assessment results from previous years.
- Questions, concerns and priorities raised by stakeholders during the year, including direct investor and customer inquiries.
- Sustainability reports and materiality assessments released by peers, customers and suppliers.
- New and evolving regulatory activity.
- External sustainability reporting standards (e.g. GRI, SASB, TCFD).
- External sustainability assessment systems (e.g. CDP, S&P corporate sustainability assessment, EcoVadis).
- External sustainability ratings systems (e.g. MSCI, Institutional Shareholder Services (ISS) ESG, Sustainalytics).
- Discussions and interactions on Amcor's social media channels.
- New studies and reports from NGO partners.

Step 2: Prioritization

After compiling a list of potentially material topics, we quantitatively analyze the sources listed above to establish a threshold of materiality based on the frequency of mentions, the weighting in assessments and the breadth of coverage by stakeholders. Issues prioritized by stakeholders with greater operational involvement, who have a larger potential financial impact on Amcor or who are most significantly impacted by Amcor receive a greater weighting than those that are prioritized by groups with a more distant relationship to the company.

Following this process, we establish a set of quantitative materiality scores that helps us to prepare the final set of material topics. This approach enables us to consider the feedback and information needs of all stakeholder groups, ensuring responsiveness to those with the greatest potential to impact our performance and those who may be most affected by our actions.

Step 3: Validation

We review the final list of topics prioritized as material with Amcor sustainability leaders and the leadership, including the board of directors, for feedback and approval. After the list has been approved, we map the topics to the appropriate GRI standard in accordance with GRI reporting guidance. We identify and report on the indicators within each relevant GRI standard to ensure completeness of the report. Amcor's executive leadership team and board of directors subsequently review and approve the final sustainability report copy prior to public release.



Establishing our priorities continued

FY25 MATERIALITY ASSESSMENT RESULTS

Amcor's list of material topics remained largely unchanged from FY24 to FY25.



Circularity

- Innovation and design for circularity
- Circular materials
- Post-consumer waste
- Public policy and advocacy
- Product safety and quality



Find out more
Page 10



Environment

- GHG emissions
- Operational footprint (energy management, waste management, water management, environmental management)
- Biodiversity and deforestation



Find out more
Page 34



People

- Occupational health, safety and well-being
- Talent attraction, engagement and development
- Diversity, equity and inclusion
- Community engagement
- Human rights
- Labor rights



Find out more
Page 60

Governance

- Corporate governance practices

- Cybersecurity/ data security

- Responsible sourcing

- Ethics and integrity

- Transparency and compliance

Ensuring strong corporate governance

STRATEGY

Amcor recognizes the importance of honesty, integrity and fairness in conducting business. We are committed to increasing shareholder value in conjunction with fulfilling our responsibilities as a good corporate citizen. Ethical corporate governance and transparency are fundamental to our industry leadership.

We maintain a corporate culture that prioritizes conducting business in accordance with internationally accepted practices and procedures and factoring in our impact on human rights. This approach helps to ensure long-term resilience, stakeholder trust and alignment with evolving global expectations.

TAKING ACTION

Transparency

We believe honest, open dialogue with and among our stakeholders is essential to building a more sustainable future for the packaging industry. We regularly engage in transparent discussions about our sustainability strategies, impacts and opportunities with customers, investors, suppliers and other interested parties. We additionally disclose information related to our sustainability performance annually through external ratings and assessments platforms including CDP, EcoVadis, S&P CSA, Sedex, MSCI, Sustainalytics, ISS ESG and FTSE4Good.

Policies

All directors, managers and employees are expected to act with the utmost integrity and objectivity, striving at all times to enhance Amcor's reputation and performance. These core principles, which Amcor's board of directors and senior management team are committed to upholding, are enshrined in our values and reflected in global policies such as our Code of Conduct, Supplier Code of Conduct, Human Rights Policy, Sustainability Policy, Anti-Bribery and Corruption Policy, Fraud Prevention Policy, Privacy Policy and Whistleblower Policy.

Our policy commitments apply to all of Amcor's activities. They are reviewed periodically by the relevant functional teams and are approved by the senior leadership.

Whistleblowing and grievance mechanisms

Amcor's Whistleblower Service enables co-workers and third parties, such as suppliers, consumers, contractors and customers, to report potential misconduct within the organization. It is available online and through a dedicated, multilingual hotline that operates 24 hours a day via an independent third-party service provider. Complaints may be submitted anonymously where permitted by law. All complaints received are referred to Amcor's Whistleblower Committee for investigation in collaboration with the relevant

business group or internal audit function. Outcomes from each investigation are reported to the board of directors, but are not disclosed externally to protect confidentiality.

In FY25, we completed 205 whistleblower investigations. These included five related to accounting and internal controls, 18 to business integrity, 16 to misuse and misappropriation of corporate assets, 21 to health, safety and the environment, 96 to HR and labor practices, 48 to harassment and discrimination and one related to other compliance topics. These numbers reflect only incidents reported through whistleblower mechanisms, and not matters that were reported solely to, and investigated solely by, our HR function.

Beyond our Whistleblower Service, Amcor offers a number of other ways in which internal and external stakeholders can communicate concerns or grievances. Our communications teams are active on social media channels, through which we engage with our community members, employees and other stakeholders. The Contact Us section of our public website allows all stakeholders to submit information or request a point of contact.

For employees, our business groups have established complaint reporting and resolution procedures to provide a prompt, systematic, orderly and confidential method of discussing and resolving problems and differences of opinion among co-workers or between co-workers and the company. For example, in our North America business groups, unresolved issues may be reported to a dedicated employee hotline intended to cover work-related misconduct such as discrimination, harassment, dishonesty and other workplace issues. Reported issues are investigated by senior HR leadership. The third-party SMETA audits that many of our sites complete each year also provide a way for employees at those sites to communicate any concerns or grievances.

Cybersecurity

Cybersecurity is a critical element of Amcor's activities to protect our digital assets and ensure smooth business operations. Our information and information processing infrastructure are vital assets requiring protection equal to their value or risk to Amcor. Our IT Security Policy and other supporting policies guide our approach to cybersecurity, specifying how company information, applications, systems and networks must be managed to ensure security, confidentiality, integrity and availability.

More details about our approach to cybersecurity governance, strategy and risk management is available in Item 1C of our Form 10-K, available on our company website.

Appendix

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About this report

Amcor has reported with reference to the GRI Standards for the period July 1, 2024 to June 30, 2025.

This report is also prepared in accordance with SASB Containers and Packaging Sustainability Accounting Standard version 2023-12.

This is the 14th year that we have reported using GRI Standards and the sixth year that we are reporting using the SASB Standard.

We release a sustainability report annually. Our most recent report before this one was released in October 2024. This and other historical reports may be accessed at www.amcor.com/sustainability/reports.

SCOPE OF INFORMATION:

Unless otherwise specified, the quantitative data in this FY25 Sustainability Report covers legacy Amcor plc operations and those of its consolidated entities from July 1, 2024 to June 30, 2025, exclusive of data from legacy Berry operations. This is because we do not yet have a full year of combined data, as our integration with Berry occurred in the final two months of our FY25. We are in the process of integrating our data collection systems and methodologies and anticipate sharing a full combined footprint in our FY26 Sustainability Report.

The qualitative disclosures throughout the report include information from both legacy Amcor and legacy Berry, drawing on success stories and best practices from both companies to demonstrate our similarities as we come together and move forward under one cohesive sustainability strategy.

Legacy Amcor disclosures related to GHG emissions, energy, waste and water cover all of Amcor's manufacturing facilities and exclude non-manufacturing sites, whose impacts have been determined to be immaterial to our overall environmental footprint.

All claims related to the results of ASSET assessments were valid at the time the analysis was completed. Amcor updates ASSET on a regular basis to include the most current inputs available, which can lead to changes in the results of the quantitative indicators from previous assessments. The comparative results and boundaries of the ASSET assessments referenced in this report are available upon request.

For clarity, comparative figures have been rounded to the nearest 1,000 (nearest 100 for smaller figures). This may occasionally lead to small discrepancies between total values presented and their contributing data points.

ASSURANCE

Selected data has been reviewed for limited assurance by Intertek. Assured data is indicated in the Statement of Assurance on the final pages of this report.

CONTACT US

Please direct any feedback or queries regarding Amcor's FY25 Sustainability Report to amcor.sustainability@amcor.com.

Data center: legacy Amcor

The following legacy Amcor and legacy Berry centers provide year-over-year performance on circularity, environment, people and governance that can be easily accessed and reviewed.

As we do not yet have a full year of combined data for both legacy Amcor and legacy Berry, we have kept the data sets separate to reflect each organization's most recent full-year footprint. We plan to share the full footprint of our newly combined company in our FY26 Sustainability Report.

This legacy Amcor data center includes data covering legacy Amcor and its consolidated entities for our fiscal year, which runs from July 1 – June 30. In alignment with the Greenhouse Gas Protocols, we adjust our historical data back to our FY22 baseline year annually for GHG emissions, waste and water to account for the acquisition and divestment of sites. Percentages may not add to 100% due to rounding.

CIRCULARITY

Production	FY22	FY23	FY24	FY25
Production volume (metric tons)	2,931,000	2,645,000	2,467,000	2,379,000
Percentage of production revenue, by primary material type (>50%)				
Plastics	76%	75%	76%	76%
Fibers	10%	10%	10%	9%
Metals	14%	15%	14%	15%
Glass	0%	0%	0%	0%

Raw materials	FY22	FY23	FY24	FY25
Total materials purchased (metric tons)	3,233,000	2,916,000	2,890,000	2,910,000
Direct material portfolio, by material type				
Plastics	74%	75%	77%	75%
Fibers	13%	11%	11%	12%
Metals	6%	7%	5%	6%
Liquids	7%	7%	7%	7%
Post-consumer recycled (PCR) materials				
Total PCR materials used (metric tons)	156,000	193,000	224,000	233,000
Total PCR materials used (% of all materials)	4.8%	6.5%	7.7%	8.0%
PCR plastic used (metric tons)	136,000	178,000	209,000	218,000
PCR plastic used (% of total plastic)	5.7%	8.1%	9.4%	10.0%
PCR aluminum used (metric tons)	19,000	15,000	15,000	15,000
PCR aluminum used (% of total aluminum)	9.3%	7.7%	9.4%	8.1%

Renewable materials	FY22	FY23	FY24	FY25
Total renewable materials used (metric tons)	410,000	331,000	313,000	338,000
Total renewable materials used (% of all materials)	12.7%	11.4%	10.8%	11.6%
Fiber materials used (metric tons)	409,000	331,000	313,000	337,000
Fiber materials used (% of all materials)	12.7%	11.4%	10.8%	11.6%
Bioresins used (metric tons)	600	<500	<500	700
Bioresins used (% of all materials)	0.02%	0.02%	0.02%	0.02%

Product recyclability	FY22	FY23	FY24	FY25
Total production of products that meet recyclability guidelines (recyclable + recycle-ready)				
Sales				
Sales	No data	\$8.8B	\$81B	\$8.0B
Metric tons	2,180,000	1,985,000	1,822,000	1,712,000
% of total production	74%	75%	74%	72%
Production of recyclable packaging (packaging with a 30% post-consumer recycling rate in multiple regions collectively representing at least 400 million inhabitants)				
Sales				
Sales	No data	\$4.2B	\$4.07B	\$3.7B
Metric tons	1,469,000	1,256,000	1,233,000	1,115,000
% of rigid packaging production	97%	96%	96%	96%
% of specialty carton packaging production	100%	100%	100%	100%
Production of recycle-ready packaging (packaging that can be recycled using current technologies, though infrastructure for collecting, sorting and recycling is not yet widely available)				
Sales				
Sales	No data	\$4.6B	\$4.05B	\$4.3B
Metric tons	711,000	729,000	589,000	597,000
% of flexible packaging production	50%	55%	50%	49%
Portion of flexible packaging portfolio for which a recycle-ready solution exists (R&D design data)				
% by surface area				
% by surface area	83%	89%	94%	96%
% by weight				
% by weight	No data	No data	90%	93%
% by sales				
% by sales	No data	No data	88%	91%
Product reuse				
Production of reusable packaging				
Sales				
Sales	\$13M	\$13M	\$14M	\$15M
Metric tons	4,400	3,400	5,100	4,600
% of total production	0.2%	0.2%	0.2%	0.2%
ASSET life cycle assessments				
Number of life cycle assessments completed in ASSET system				
Number of life cycle assessments completed in ASSET system	1,750	1,683	1,827	1,556
Product recalls				
Number of product recalls from the marketplace				
Number of product recalls from the marketplace	0	0	0	0

Data center: legacy Amcor continued

ENVIRONMENT

GHG emissions	FY22	FY23	FY24	FY25
Total emissions – market-based (metric tons CO ₂ e)	12,579,000	11,558,000	10,481,000	10,063,000
Total emissions – location-based (metric tons CO ₂ e)	12,527,000	11,509,000	10,541,000	10,319,000
Scope 1				
Metric tons CO ₂ e	505,000	464,000	430,000	430,000
% of total emissions	4%	4%	4%	4%
Scope 2 – market based				
Metric tons CO ₂ e	1,417,000	1,334,000	1,156,000	913,000
% of total emissions	11%	12%	11%	9%
Scope 2 – location based				
Metric tons CO ₂ e	1,365,000	1,285,000	1,215,000	1,169,000
% of total emissions	11%	11%	12%	11%
Scope 3				
Metric tons CO ₂ e	10,658,000	9,760,000	8,896,000	8,720,000
% of total emissions	85%	84%	85%	87%
Scope 3 emissions by category				
Category 1: Purchased goods and services	8,974,000	8,119,000	7,382,000	7,262,000
Category 2: Capital goods				Assessed to be immaterial
Category 3: Fuel- and energy-related activities (not included in Scope 1 or Scope 2)	486,000	463,700	448,900	441,300
Category 4: Upstream transportation and distribution	341,900	335,100	287,900	263,700
Category 5: Waste generated in operations	68,100	68,500	70,200	60,100
Category 6: Business travel				Assessed to be immaterial
Category 7: Employee commuting				Assessed to be immaterial
Category 8: Upstream leased assets				Not relevant
Category 9: Downstream transportation and distribution				Assessed to be immaterial
Category 10: Processing of sold products				Assessed to be immaterial
Category 11: Use of sold products				Assessed to be immaterial
Category 12: End-of-life treatment of sold products	778,000	773,400	706,900	692,700
Category 13: Downstream leased assets				Not relevant
Category 14: Franchises				Not relevant
Category 15: Investments				Assessed to be immaterial
Scope 1 emissions covered under an emissions-limiting regulation	3%	3%	3%	3%

Volatile organic compounds (VOCs)	FY22	FY23	FY24	FY25
Untreated VOC emissions (metric tons)	52,000	41,000	40,000	43,800
Energy				
Total energy consumption (GJ)	19,559,000	18,507,000	17,648,000	17,778,000
Non-renewable (GJ)	19,124,000	17,295,000	15,738,000	14,076,000
Non-renewable (%)	98%	93%	89%	79%
Renewable (GJ)	435,000	1,212,000	1,910,000	3,701,000
Renewable (%)	2%	7%	11%	21%
Total non-renewable fuel consumption (GJ)	5,960,000	5,385,000	5,047,000	5,233,000
Natural gas consumption	5,639,000	5,052,000	4,739,000	4,893,000
LP gas consumption	281,000	308,100	285,500	311,400
Diesel consumption	33,000	17,500	15,000	18,200
Oil consumption	7,100	8,000	7,900	11,300
Total renewable fuel consumption (GJ)	102,200	129,100	128,500	145,700
Total electricity consumption (GJ)	12,961,000	12,531,000	12,054,000	11,992,000
Non-renewable (GJ)	12,647,000	11,449,000	10,272,000	8,437,000
Non-renewable (%)	98%	91%	85%	70%
Renewable (GJ)	315,000	1,083,000	1,782,000	3,556,000
Renewable (%)	2%	9%	15%	30%
Purchased heat (GJ)	80,000	79,600	68,800	80,200
Purchased steam (GJ)	302,200	273,700	252,400	210,200
Purchased chilled water for cooling (GJ)	135,100	107,800	97,600	115,800
Energy sold (GJ)	4,800	4,000	4,300	3,800
Proportion of energy consumed from grid electricity (%)	66%	68%	68%	67%

Data center: legacy Amcor continued

ENVIRONMENT continued

Operational waste (metric tons)	FY22	FY23	FY24	FY25
Total waste	399,100	405,600	398,800	415,400
Non-hazardous waste	371,500	377,500	367,500	385,800
Hazardous waste	27,600	28,100	29,300	29,600
Total waste diverted from disposal	303,200	316,500	304,200	311,500
Recycling	303,100	316,300	303,900	311,100
Other recovery options ¹	100	200	300	400
Total waste directed to disposal	95,900	89,100	92,600	103,900
Incineration with energy recovery	46,100	46,000	48,100	63,100
Incineration without energy recovery	500	600	400	500
Landfilling	49,200	42,400	44,100	40,300
Non-hazardous waste diverted from disposal	300,900	313,700	302,000	308,600
Recycling	300,800	313,500	301,700	308,200
Other recovery options ¹	100	200	300	400
Non-hazardous waste directed to disposal	70,600	63,800	65,600	77,200
Incineration with energy recovery	42,600	43,400	44,900	56,000
Incineration without energy recovery	500	600	400	500
Landfilling	27,400	19,700	20,300	20,700
Hazardous waste diverted from disposal	2,300	2,800	2,300	2,900
Recycling	2,300	2,800	2,300	2,900
Other recovery options ¹	—	—	—	—
Hazardous waste directed to disposal	25,300	25,300	27,000	26,700
Incineration with energy recovery	3,500	2,600	3,100	7,100
Incineration without energy recovery	—	—	—	—
Landfilling	21,900	22,700	23,900	19,600
Waste-to-disposal ² (metric tons)	21,300	16,700	18,300	18,900
Waste-to-disposal (% of total waste)	5%	4%	5%	5%
Number of sites with “zero-waste-to-disposal” certification	126	130	129	120

1. “Other recovery options” includes composted waste.

2. Amcor defines waste-to-disposal as waste to landfills plus waste to incineration without energy recovery.

Water	FY22	FY23	FY24	FY25
Total water consumption (kL)	1,621,000	1,767,000	1,773,000	1,581,000
Water consumption in areas with water stress ³	214,300	280,500	303,600	278,600
Water consumption in areas with water stress (% of total water consumption)	13%	16%	17%	18%
Total water withdrawals (kL)	6,915,000	6,574,000	6,391,000	6,284,000
Surface water	1,371,000	1,398,000	1,315,000	1,382,000
Groundwater	1,039,000	980,000	972,000	905,000
Seawater	—	—	—	—
Produced water	—	—	—	—
Third-party water	4,505,000	4,195,000	4,103,000	3,998,000
Water withdrawals in areas with water stress (kL)	790,000	796,700	782,500	804,600
Surface water	7,600	3,300	5,600	9,900
Groundwater	130,100	121,100	144,100	140,600
Seawater	—	—	—	—
Produced water	—	—	—	—
Third-party water	652,900	672,300	632,900	654,100
Total water discharge (kL)	5,294,000	4,807,000	4,618,000	4,703,000
Surface water	2,103,000	2,087,000	1,897,000	2,341,000
Groundwater	419,000	441,000	412,000	2,000
Seawater	—	—	—	—
Third-party water	2,771,000	2,278,000	2,308,000	2,360,000
Water discharge in areas with water stress (kL)	576,200	516,200	479,000	526,000
Surface water	28,300	24,300	26,500	29,600
Groundwater	—	—	—	—
Seawater	—	—	—	—
Third-party water	547,900	491,800	452,500	496,300
Number of sites in areas with high water stress	29	29	26	25
Number of sites in areas with extremely high water stress	20	20	20	20

3. Amcor uses the World Resources Institute Aqueduct Water Risk Atlas to identify sites in areas with high or extremely high baseline water stress.

Data center: legacy Amcor continued

ENVIRONMENT continued

EHS compliance	FY22	FY23	FY24	FY25
Number of EHS regulatory violations	36	39	34	37
Reported regulatory violations – environment	24	24	20	15
Reported regulatory violations – safety	12	15	14	22
Number of fines related to EHS regulatory violations	9	11	7	8
Value of fines related to EHS regulatory violations	\$128,000	\$71,000	\$34,500	\$38,000
Value of fines for environmental regulatory violations	\$69,000	\$41,000	\$16,500	\$25,650
Value of fines for safety regulatory violations	\$59,000	\$30,000	\$18,000	\$12,350
Number of waste-related non-compliance matters	2	5	3	5
Number of fines for waste-related non-compliance matters	2	1	1	1
Value of fines for waste-related non-compliance matters	\$13,000	\$39,000	<\$1,000	<\$100
Number of water-related non-compliance matters	3	6	6	4
Number of fines for water-related non-compliance matters	2	0	1	2
Value of fines for water-related non-compliance matters	\$55,000	\$0	<\$500	\$25,600
Biodiversity	FY22	FY23	FY24	FY25
Number of sites located within 5 km of at least one protected area*	136	132	129	No data
Number of sites located within 5 km of at least one key biodiversity area (KBA) outside of a protected area*	38	36	37	No data
Number of facilities identified as being in an assessment area greater than 15 km from a KBA (very low location risk)**	No data	No data	No data	73
Number of facilities identified as being in an assessment area with 5% or greater overlap with protected areas (high location risk or greater)**	No data	No data	No data	39
Number of facilities identified as being in an assessment area with 10% or greater overlap with KBAs (high location risk or greater)**	No data	No data	No data	3
Responsible sourcing data	FY22	FY23	FY24	FY25
Total number of suppliers	30,000	36,000	31,000	\$33,000
Total annual supplier spend	\$11.3B	\$10.6B	\$9.8B	\$10.1B
Number of strategic and critical suppliers	122	13	124	139
Total annual spend with strategic and critical suppliers	\$4.7B	\$5.6B	\$4.9B	\$5B
Percentage of aluminum sourced from certified suppliers				
Percentage of Aluminium Stewardship Initiative (ASI)-certified aluminum purchased	12.7%	15.6%	11.9%	9.4%
Critical and strategic suppliers that have signed Supplier Code of Conduct				
Number of strategic and critical supplier signatories	122	130	124	129
Percentage of strategic and critical supplier signatories	100%	99%	100%	93%
Spend with strategic and critical supplier signatories	\$4.7B	\$5.5B	\$4.9B	\$4.9B
EcoVadis compliance (assessed within two years with score >45)				
Number of compliant strategic and critical suppliers	94	99	105	113
Percentage of compliant strategic and critical suppliers	77%	76%	85%	81%
Spend with compliant strategic and critical suppliers	\$3.6B	\$4.5B	\$4B	\$4.1B

*According to IBAT Disclosure Preparation Report. **According to WWF Biodiversity Risk Filter Tool.

PEOPLE

Safety data ⁴	FY22	FY23	FY24	FY25
Recordable injuries	210	144	128	126
Recordable case frequency rate (RCFR)	2.13	1.49	1.36	1.35
Total recordable incident rate (TRIR)	No data	0.3	0.27	0.27
Lost time injuries	58	44	22	32
Lost time injury frequency rate (LTIFR)	0.59	0.46	0.24	0.34
Lost time incident rate (LTIR)	No data	0.09	0.05	0.07
Contractor injuries	71	67	52	51
Percentage of sites with no injuries for at least one year	57%	69%	73%	68%
Employee fatalities	0	0	0	0
Contractor fatalities	0	1	0	0
Number of employees represented by safety committees	80%	80%	80%	80%
Workforce data ⁵	FY22	FY23	FY24	FY25
Total workforce (headcount)	44,000	41,000	41,000	41,000
Workforce by age group				
Under 30 years old	16%	16%	19%	18%
30 to 50 years old	55%	58%	54%	55%
Over 50 years old	30%	26%	27%	27%
Workforce by gender				
Male	78%	78%	77%	77%
Female	22%	22%	23%	23%
Workforce by region				
North America	30%	30%	31%	31%
Latin America	20%	20%	21%	21%
Europe	30%	30%	29%	29%
Asia-Pacific	20%	20%	19%	19%

4. These metrics include temporary workers, who are under the direct supervision of Amcor personnel. Unless otherwise specified, the metrics do not include contractors, as we have a global contractor management program specific to that work.

5. The workforce data in this section includes all Amcor employees - anyone who was employed and paid directly by Amcor - as at April 30, 2025. This includes temporary employees and part-time employees. The data excludes contractors, who perform work for Amcor but are not employed directly by Amcor.

All the data provided is from April 30, 2025, prior to our combination with Berry. This is because the team structures and hierarchy started to merge immediately after the combination was completed and it would have become very difficult to extract the Amcor-only population after May 1. Therefore, we believe the data from before the merger provides the most accurate representation of Amcor's workforce for FY25.

To achieve annual new hire and turnover rates, the values were multiplied by 1.2 to account for the two months of missing data.

Data center: legacy Amcor continued

PEOPLE continued

	FY22	FY23	FY24	FY25
New hires				
Total new hires	7,000	7,500	7,500	7,700
Total new hire rate ⁶	No data	16%	17%	17%
New hires by age group				
Under 30 years old	43%	41%	45%	45%
30 to 50 years old	46%	49%	45%	45%
Over 50 years old	11%	10%	10%	10%
New hires by gender				
Male	73%	74%	73%	75%
Female	27%	26%	27%	25%
New hires by region				
North America	35%	41%	41%	40%
Latin America	27%	19%	19%	25%
Europe	24%	26%	26%	21%
Asia-Pacific	14%	15%	15%	14%
Turnovers⁷	FY22	FY23	FY24	FY25
Total turnovers	8,500	8,100	7,500	7,500
Total turnover rate	No data	18%	17%	17%
Voluntary turnover rate	No data	No data	10%	10%
Turnovers by age group				
Under 30 years old	32%	27%	33%	35%
30 to 50 years old	48%	50%	47%	44%
Over 50 years old	20%	22%	20%	21%
Turnovers by gender				
Male	76%	77%	75%	75%
Female	24%	23%	25%	25%
Turnovers by region				
North America	45%	37%	43%	40%
Latin America	19%	22%	18%	24%
Europe	20%	24%	24%	21%
Asia-Pacific	16%	16%	15%	15%

6. Total new hire rate is calculated by dividing the number of total new hires by the average headcount of the reporting period.

7. Total turnover rate is calculated by dividing the number of total turnovers by the average headcount of the reporting period. Voluntary turnover rate is calculated by dividing the total number of voluntary terminations by Amcor headcount. Percentage turnovers by age, gender and region are calculated by dividing the number of terminations of each subgroup by the total number of terminations

Gender representation in management and STEM roles	FY22	FY23	FY24	FY25
All management positions (levels 2-5)				
Male	67%	65%	64%	63%
Female	33%	35%	36%	37%
Junior management positions (level 5)				
Male	64%	58%	57%	57%
Female	36%	42%	43%	43%
Middle management positions (level 4)				
Male	72%	74%	75%	72%
Female	28%	26%	25%	28%
Top management positions (levels 2 and 3)				
Male	82%	82%	79%	78%
Female	18%	18%	21%	22%
Board of directors⁸				
Male	70%	60%	70%	73%
Female	30%	40%	30%	27%
Workforce racial breakdown (US only)				
Total headcount in US workforce	12,100	12,100	12,000	12,000
Asian	4%	4%	4%	5%
Black or African American	8%	8%	9%	9%
Hispanic or Latino	11%	12%	10%	11%
White	73%	73%	73%	71%
Indigenous or Native	1%	1%	1%	1%
Two or more races	1%	1%	1%	1%
Other/not disclosed	2%	1%	1%	2%

8. Reflects post-integration board of directors as of June 30, 2025.

Data center: legacy Amcor continued

GOVERNANCE

SMETA audits	FY22	FY23	FY24	FY25
Total SMETA audits completed	54	64	33	49

Whistleblower investigations	FY22	FY23	FY24	FY25
Total investigations completed	96	125	141	205
Accounting and internal controls	3	7	4	5
Bribery and corruption	13	7	4	0
Business integrity	7	7	10	18
Misuse and misappropriation of corporate assets	0	0	3	16
Health, safety and the environment	9	8	11	21
HR and labor practices	14	34	44	96
Harassment and discrimination	42	55	56	48
Other compliance topics	8	7	9	1

Ratings and assessments	FY22	FY23	FY24	FY25
CDP				
Climate score	B	A-	B	B
Water security score	B	B	B	C
Forests score	C	C	C	C
Supplier engagement score	B-	B	B	A
EcoVadis				
Medal	Gold	No medal	Gold	Silver
Percentile	92nd	94th	95th	86th
Total score	67	70	73	70
Environment score	70	70	80	64
Labor and human rights score	60	60	60	69
Ethics score	60	70	70	62
Sustainable procurement score	80	90	90	89
MSCI rating	AA	AA	A	AA
ISS ESG rating (as of June that year)	B- Prime	B- Prime	C+ Prime	B- Prime
FTSE4Good Index	Included	Included	Included	Included
DJSI Australia Index	Included	Included	Included	Included

Data center: legacy Berry

This data center was published as part of Berry's 2024 Sustainability Report.

Due to differences in definitions, data sources and calculation methodologies, legacy Berry data cannot be combined with legacy Amcor data.

This data center represents the most current set of full-year data available for our legacy Berry operations, as outlined in its 2024 Sustainability Report. It represents the legacy Berry business reporting entity as of October 1, 2024, with data aligned with the company's previous fiscal reporting periods. Data estimation and extrapolation may have been used where necessary. Percentages may not equal 100% due to rounding.

PRODUCTS

Portfolio management

Production volume	2022	2023	2024
Metric tons (millions)			
Volume processed	3.9	3.6	3.5

Production material type	2022	2023	2024
Percentage of production revenue			
Plastics	100%	100%	100%
Paper/Wood	<1%	<1%	<1%
Glass	0%	0%	0%
Metal	<1%	<1%	<1%

Material sourcing

Circular resin sourcing ¹	2022	2023	2024
Percentage of total volume of resin purchased			
Total post-consumer recycled resin (PCR) purchased	34%	3.6%	5.1%
Externally reprocessed PCR	2.7%	2.9%	3.7%
Internally reprocessed PCR	0.7%	0.7%	14%
Total post-industrial recycled resin (PIR) purchased	1.1%	1.2%	0.4%
Externally reprocessed PIR	0.2%	0.2%	0.2%
Internally reprocessed PIR	1.0%	1.0%	0.2%
Total recycled resin (PCR & PIR) purchased	4.6%	4.8%	5.5%
Total bioplastics (renewable) purchased	0.4%	0.6%	1.5%
Total circular plastics purchased	4.9%	5.4%	6.9%

Percentage of total volume of resin consumed	2022	2023	2024
Internal reprocessed scrap (PIR) consumed	4.5%	4.6%	4.3%
Total recycled resin (PCR & PIR) consumed	8.8%	9.1%	9.1%
Total circular plastics consumed ¹	9.2%	9.7%	11.0%

Sustainable material sourcing	2022	2023	2024
Percentage			
Percentage of wood fiber purchases that are Sustainable Forestry Initiative® certified ²	99%	99%	>99%
Percentage of aluminum purchases that are ASI certified ²	19%	18%	4%

1. In some situations, advanced recycling may include both PCR and PIR. Until greater transparency is possible, we have included all advanced recycling in PCR. Reprocessed scrap is considered as PIR, but we have separated this out from our purchased PIR metrics. This metric includes scrap significantly reprocessed on separate lines, transferred for reprocessing at different facilities within Berry, or sent to a non-Berry business for conversion and then brought back to Berry for internal use. For this metric, the percentage listed is percentage of both total resin purchased and reprocessed.

2. Includes only material sourced for use in Berry products.

Data center: legacy Berry continued

PRODUCTS continued

Optimizing design

Product end-of-life

Percentage of total fast-moving consumer goods (FMCG) packaging by volume	2022	2023	2024
Reusable	<1%	<1%	1%
Recyclable	85%	87%	85%
Compostable	<1%	<1%	<1%

Percentage of total fast-moving consumer goods (FMCG) packaging by sales

Reusable	<1%	<1%	1%
Recyclable	80%	83%	82%
Compostable	<1%	<1%	<1%

Product quality and safety

Product recalls

Number	2022	2023	2024
Number of product recalls	0	0	0

PERFORMANCE

Energy

		2022		2023		2024
Absolute energy consumption	Amount and percentage of energy consumption					
Electricity	Renewable	184,548	3%	306,696	6%	400,459
	Non-renewable	4,723,544	79%	4,249,920	76%	4,086,343
	Total	4,908,092	83%	4,556,616	82%	4,486,802
Natural gas		667,416	11%	700,857	13%	720,387
Steam		257,483	4%	199,163	4%	186,762
Other energy sources³		111,468	2%	109,569	2%	106,880
Total energy	Renewable	184,548	3%	306,696	6%	400,459
	Non-renewable	5,759,910	97%	5,259,523	94%	5,100,402
	Total	5,944,457	100%	5,566,219	100%	5,500,861

Percentage of reported electricity

supplied via electricity grid

>99% >99% >99%

Renewable energy

MWh	2022	2023	2024
Renewable energy consumption	184,548	306,696	400,459
Percentage			
Renewable energy as a percentage of total electricity consumption	3.8%	6.7%	8.9%
Renewable energy as a percentage of total energy consumption	3.1%	5.5%	7.3%

3. Other energy sources, including liquid petroleum gas (LPG), kerosene, and heavy fuel oil (HFO) are tracked for sites in our Consumer Packaging International (CPI) division and at sites where usage has been identified as high. For all other sites, energy usage from other sources has been deemed de minimis (<1% of total energy).

GHG emissions

Absolute operational emissions Amount and percentage of emissions	2019 Baseline MT CO ₂ e	2022 MT CO ₂ e	2023 MT CO ₂ e	2024 MT CO ₂ e	2024 Percentage
Scope 1 ⁴	143,927	141,821	145,839	147,662	9%
Scope 2 (market-based) ⁵	2,106,565	1,659,224	1,567,296	1,465,317	91%
Total market-based emissions	2,250,492	1,801,045	1,713,135	1,612,979	100%
Scope 2 (location-based) ⁵	2,122,646	1,706,321	1,655,577	1,611,077	92%
Total location-based emissions	2,266,573	1,848,142	1,801,416	1,758,739	100%

Absolute value chain emissions Amount and percentage of value chain emissions of CO ₂ e	2019 Baseline MT CO ₂ e	2022 MT CO ₂ e	2023 MT CO ₂ e	2024 MT CO ₂ e	2024 Percentage
Total scope 3 emissions⁶	11,019,575	9,879,620	8,628,530	8,602,616	100%
Purchased goods and services	7,539,027	6,333,350	5,586,825	5,593,642	65%
Fuel and energy	445,786	442,180	352,866	348,208	4%
Capital goods	70,783	69,299	66,753	51,883	1%
Waste in operations	31,189	27,873	28,512	31,031	0%
Business travel	20,992	11,980	12,360	17,345	0%
Employee commuting	225,109	208,467	182,272	175,701	2%
Downstream transport & distribution (T&D)	243,231	177,495	177,567	192,429	2%
Upstream T&D	466,643	478,091	386,052	404,147	5%
End-of-life of sold products	1,976,816	2,130,884	1,835,324	1,788,230	21%

Recycling in Berry

In-house recycling Thousand MT	2022	2023	2024
Recycling capacity	135	160	130

Operational waste management

Waste generation Amount and percentage of total waste	2022		2023		2024	
	Thousand MT	Percentage	Thousand MT	Percentage	Thousand MT	Percentage
Non-hazardous waste	116	93%	103	94%	107	93%
Hazardous waste	8	7%	7	6%	8	7%
Total waste	124	100%	110	100%	115	100%

4. Scope 1 emissions are emissions from sources that the Berry organization owns or controls directly – for example from burning fuel and gas.

5. Scope 2 emissions are emissions from Berry's purchased energy, such as electricity and steam. Location-based emissions are calculated based on the average emission factor to produce electricity in the region where that electricity is used. Market-based emissions are calculated using our specific contracts, where available, including specific REC purchases.

6. Scope 3 emissions are indirect emissions resulting from upstream and downstream activities within Berry's value chain.

Data center: legacy Berry continued

PERFORMANCE continued

	2022		2023		2024	
	Thousand MT	Percentage	Thousand MT	Percentage	Thousand MT	Percentage
Non-hazardous waste disposal Amount and percentage of total non-hazardous waste						
Total diverted from disposal	83	72%	67	65%	71	66%
Reuse	8	7%	5	5%	6	6%
Recycling	71	61%	57	55%	60	56%
Other diversion	4	4%	5	5%	5	5%
Total disposed	33	28%	36	35%	36	34%
Incineration	2	2%	3	3%	3	3%
Energy recovery	6	5%	9	9%	10	9%
Landfill	25	21%	24	23%	23	21%
Total non-hazardous waste	116	100%	103	100%	107	100%

	2022		2023		2024	
	Thousand MT	Percentage	Thousand MT	Percentage	Thousand MT	Percentage
Hazardous waste disposal Amount and percentage of total hazardous waste						
Total diverted from disposal	6	66%	4	57%	5	54%
Recycling	4	44%	3	34%	3	32%
Other diversion	2	22%	2	23%	2	22%
Total disposed	3	34%	3	43%	4	46%
Incineration	<1	5%	<1	4%	<1	5%
Energy recovery	2	23%	2	32%	2	27%
Landfill	1	7%	1	7%	1	14%
Total hazardous waste	8	100%	7	100%	9	100%

	2022		2023		2024	
	Thousand MT	Percentage	Thousand MT	Percentage	Thousand MT	Percentage
Total waste disposal Amount and percentage of total waste						
Total diverted from disposal	89	71%	71	64%	76	66%
Reuse	8	7%	5	5%	6	5%
Recycling	75	60%	60	54%	63	55%
Other diversion	6	4%	7	6%	7	6%
Total disposed	36	29%	39	36%	40	35%
Incineration	2	2%	3	3%	3	3%
Energy recovery	8	7%	11	10%	12	11%
Landfill	25	20%	25	22%	24	21%
Total waste	124	100%	110	100%	115	100%

	2022		2023		2024	
	Number	Percentage	Number	Percentage	Number	Percentage
Waste to landfill Number and percentage of total facilities						
Zero-waste-to-landfill facilities ⁷	37	14%	38	16%	42	18%

7. Facilities that met Berry's internal zero-waste to landfill criterion (diverting over 90% of waste away from disposal, with less than 1% of waste being disposed via landfill), or achieved an external zero-waste-to-landfill certification.

Water and wastewater management

	2022		2023		2024	
Absolute water withdrawals Amount and percentage of total withdrawals	M³	Percentage	M³	Percentage	M³	Percentage
Total withdrawals	7,521,862	100%	7,537,951	100%	7,426,003	100%
Surface water	—	0%	—	0%	—	0%
Ground water	1,149,171	15%	671,153	9%	741,956	10%
Municipal water	6,372,691	85%	6,866,798	91%	6,684,047	90%
Withdrawals from areas with water stress ⁸ and percentage of total withdrawals	M³	Percentage	M³	Percentage	M³	Percentage
Total withdrawals	1,575,088	21%	1,810,170	24%	1,802,639	24%
Surface water	—	0%	—	0%	—	0%
Ground water	361,652	5%	383,432	5%	409,547	6%
Municipal water	1,213,436	15%	1,426,738	19%	1,393,092	19%
Absolute water consumption Amount and percentage of total water consumption	M³	Percentage	M³	Percentage	M³	Percentage
Total consumption	2,350,359	100%	1,232,823	100%	1,083,369	100%
Consumption from areas with water stress ⁸	408,677	17%	305,146	25%	378,668	35%
Absolute water discharge Amount and percentage of total discharges	M³	Percentage	M³	Percentage	M³	Percentage
Total discharge	6,027,934	100%	6,305,128	100%	6,342,634	100%
Surface water	842,348	14%	2,470	0%	8,461	0%
Ground water	569,846	9%	89,459	1%	482,530	8%
Third party (sewer/treatment)	4,615,740	77%	6,213,199	99%	5,851,643	92%
Discharge in areas with water stress ⁸ and percentage of total discharge	M³	Percentage	M³	Percentage	M³	Percentage
Total discharge	1,166,412	19%	1,505,023	24%	1,423,971	22%
Surface water	4,019	<1%	0	0%	0	0%
Ground water	370,331	6%	355,128	6%	360,443	6%
Third-party (sewer/treatment)	792,062	13%	1,149,895	18%	1,063,528	17%
Water risk Number and percentage of facilities	Number	Percentage	Number	Percentage	Number	Percentage
Facilities identified as high-risk ⁹	47	18%	66	28%	69	30%
Facilities identified as highest-risk ¹⁰	15	6%	22	9%	24	10%
Facilities identified in areas with water stress ⁸	42	16%	62	26%	58	25%

8. Areas defined as having a high risk or greater of baseline water stress using the World Resources Institute (WRI) Aqueduct tool.

9. A high-risk facility is one that is located in an area considered high- or extremely high-risk in any water risk category using the WRI Aqueduct tool.

10. Highest-risk facilities are facilities that have been identified as high-risk (see above) and their absolute water withdrawals or water withdrawal intensity are above the Berry Global average.

Data center: legacy Berry continued

PERFORMANCE continued

Biodiversity

Key biodiversity areas (KBAs)	2022		2023		2024	
	Number	Percentage	Number	Percentage	Number	Percentage
Facilities identified as being in assessment area greater than 15 km from a KBA (very low location risk) ¹¹	81	31%	75	32%	74	31%
Facilities identified as being in assessment area with 10% or greater overlap with KBAs (high location risk or greater) ¹¹	2	1%	2	1%	2	1%

Protected areas	2022		2023		2024	
	Number	Percentage	Number	Percentage	Number	Percentage
Facilities identified as being in assessment area with 5% or greater overlap with with protected areas (high location risk or greater) ¹²	72	27%	66	28%	60	26%

PARTNERS

Employee experience

Workforce demographics	Overall workforce data	2024		
		Male	Female	Total Employees
Total company	Full-time employees	28,968	11,254	40,222
North America	Full-time employees	14,113	5,806	19,919
South America	Full-time employees	902	126	1,028
Europe, the Middle East, India and Africa (EMEIA)	Full-time employees	11,526	3,934	15,460
Asia	Full-time employees	2,427	1,388	3,815

11. Analysis completed using WWF Biodiversity Risk Filter tool, where data for Global KBAs were overlaid onto BirdLife International's World Database of KBAs and classified into risk classes.

12. Analysis completed using WWF Biodiversity Risk Filter tool, where data for Global PAs were overlaid onto the United Nations Environment Programme World Conservation Monitoring Centre's World Database of Protected Areas and classified into risk classes.

		2022		2023		2024	
Workforce breakdown (gender)							
Employee categories by gender		Male	Female	Male	Female	Male	Female
Berry total	All employees	32,690	13,525	30,491	12,541	29,650	12,071
	Percentage of all employees	70.7%	29.3%	70.9%	29.1%	71.1%	28.9%
	Salaried employees	6,552	3,931	6,203	3,674	6,013	3,596
	Percentage of salaried employees	62.5%	37.5%	62.8%	37.2%	62.6%	37.4%
	Employees at management level and above	1,671	589	1,853	678	1,614	580
	Percentage of employees at management level and above	73.9%	26.1%	73.2%	26.8%	73.6%	26.4%
	Vice president and above	No Data	No Data	131	24	136	25
Percentage of employees at vice president level and above		—	—	84.5%	15.5%	84.5%	15.5%
Workforce breakdown (age)							
Employee categories by age				Under 30	30 to 50	Over 50	
Berry total	All employees			6,589	21,677	13,457	
	Percentage of all employees			15.8%	52.0%	32.3%	
	Salaried employees			988	5,196	3,425	
	Percentage of salaried employees			10.3%	54.1%	35.6%	
	Employees at management level and above			69	1,128	997	
	Percentage of employees at management level and above			3.1%	51.4%	45.4%	
	Vice president and above			0	67	94	
Percentage of employees at vice president level and above				0.0%	41.6%	58.4%	
				2022	2023	2024	
U.S. workforce breakdown (Ethnicity)		Total salaried employees	Total salaried employees	Total salaried employees	Total employees		
Additional workforce breakdowns (U.S. Employees only)							
Total U.S. employees		3,918	3,669	3,633	18,396		
White	Number of employees	3,262	3,011	3,013	11,161		
	Percentage	83.3%	82.1%	82.9%	60.7%		
Total underrepresented minorities		656	658	620	7,235		
American Indian/Alaska Native	Number of employees	No data	22	23	193		
	Percentage	—	0.6%	0.6%	1.0%		
Asian	Number of employees	No data	86	86	618		
	Percentage	—	2.3%	2.4%	3.4%		
Black or African American	Number of employees	No data	211	208	3,580		
	Percentage	—	5.8%	5.7%	19.5%		
Hispanic or Latino	Number of employees	No data	245	240	2,407		
	Percentage	—	6.7%	6.6%	13.1%		
Native Hawaiian or Pacific Islander	Number of employees	No data	2	4	62		
	Percentage	—	0.1%	0.1%	0.3%		
Two or more races	Number of employees	No data	58	59	374		
	Percentage	—	1.6%	1.6%	2.0%		
Other	Number of employees	No data	34	0	1		
	Percentage	—	0.9%	0.0%	0.0%		

Data center: legacy Berry continued

PARTNERS continued

Talent acquisition and management

Employee hires	2022 Total	2023 Total	2024 Male	2024 Female	2024 Total
Employee hires by gender					
Total company	15,552	11,142	7,327	2,962	10,289
North America	11,217	8,305	5,217	2,104	7,321
South America	210	178	147	41	188
EMEA	3,101	2,156	1,586	633	2,219
Asia	1,024	503	377	184	561
Employee turnover					
Employee turnover metrics by gender					
Total departures	No data	13,633	7,998	3,438	11,436
Total company	—	30.3%	19.2%	8.2%	27.4%
Voluntary attrition rate (%)	22.0%	17.2%	10.0%	4.6%	14.6%
Total departures	No data	9,197	5,095	2,168	7,263
North America	—	42.9%	24.9%	10.6%	35.6%
Voluntary attrition rate (%)	31.9%	24.7%	14.1%	6.2%	20.4%
Total departures	No data	241	143	46	189
South America	—	214%	13.3%	4.3%	17.5%
Voluntary attrition rate (%)	6.1%	6.2%	4.0%	1.4%	5.4%
Total departures	No data	3,078	2,361	976	3,337
EMEA	—	16.9%	14.4%	6.0%	20.4%
Voluntary attrition rate (%)	11.5%	9.2%	5.6%	2.5%	8.1%
Total departures	No data	1,117	399	248	647
Asia	—	27.1%	10.5%	6.5%	16.9%
Voluntary attrition rate (%)	21.9%	16.5%	8.4%	4.8%	13.2%
Employee appraisals					
Percentage			2022	2023	2024
Percentage of salaried employees receiving regular performance reviews ¹³			99%	99%	99%

Employee wellbeing, health and safety

	2024	
Function-specific safety training	Number of employees	Course completions
Total function-specific safety training	10,296	97,388
Slips, trips and falls	2,269	3,795
Lockout/tagout safety	4,095	7,666
Machine guarding	2,694	5,325
Hand safety	2,710	4,145
Hot work	1,020	1,188

13. We are transitioning to a new online performance management system in Fiscal Year 2025 in connection with the ongoing upgrade of our existing Human Capital Management system, so reported data is an estimate. Berry strongly believes in ensuring that employees are involved in regular performance management/coaching conversations with their direct supervisor.

Safety incidents recording

2020 2021 2022 2023 2024

Whole business

Total Labor Hours	Whole business	No data	No data	No data	No data	>91,000,000
Total recordable incident rate (TRIR)	Whole business	1.11	0.92	0.84	0.81	0.76
Total of work-related injury and illness, multiplied by 200,000, divided by total labor hours						
Lost-time frequency rate (LTFR) (per 1 million labor hours)	Whole business	0.52	0.39	0.41	0.44	0.43
Number of cases with lost time, multiplied by 200,000, divided by total labor hours.						

Rates and totals for other key safety incident metrics (whole business)**Work-related fatalities**

A work-related incident resulting in death	0	1	1	1	1
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Ill-health incidents recording**Totals for key ill health incident metrics**

Incidents of work-related ill health An illness that is caused by or contributed to by an event or exposure in the work environment	12	1	0	2	2
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GOVERNANCE**Political contributions**

Amount (\$)	2022	2023	2024
Direct or indirect political contributions	0	0	0

Ethics and compliance**Ethics helpline**

Total reports	2024
Ethics helpline process	409

Human rights incidents

Number	2022	2023	2024
Number of known instances of child labor within our operations	0	0	0
Number of known instances of forced labor within our operations	0	0	0
Number of known instances of human trafficking within our operations	0	0	0

Data center: legacy Berry continued

GOVERNANCE continued

Environmental compliance

Environmental management systems	2022		2023		2024	
	Total	Percentage	Total	Percentage	Total	Percentage
ISO 14001	77	29%	70	29%	58	25%
ISO 50001	46	17%	41	17%	37	16%

Environmental sanctions

Significant fines and/or non-monetary sanctions for environmental non-compliance ¹⁴	2022	2023	2024
Number of incidents	0	1	0
Total dollar (\$) amount of fines	\$0	\$17,500	\$0
Number of incidents in relation to water withdrawals or wastewater discharge	0	1	0
Total dollar (\$) amount of water-related fines	\$0	\$17,500	\$0

Human rights and labor relations

Collective bargaining	2022	2023	2024
Percentage			

Collective bargaining rate

2022 2023 2024

20% 23% 23%

Building responsible supply chains

Risk mitigation process	2024
Key performance related metrics from EcoVadis evaluation ¹⁵	
Total suppliers evaluated through EcoVadis	724
Average score of evaluated suppliers	57
	(96 above average assessment score in EcoVadis)
Number of evaluated suppliers who have completed corrective action since previous assessment	54
Number of evaluated suppliers who have completed corrective actions in EcoVadis platform	265

14. Significant refers to fines and penalties greater than \$10,000 USD (or equivalent when converted from local currency). Incidents are reported in the year in which the fines and/or sanctions are settled to avoid inaccurate figures being reported.

15. Data taken from the EcoVadis platform and correct as of December 1st, 2024.

GRI index

The document sources referenced in this content index include:

- [Amcor's FY25 Annual Report](#)
- [Amcor's FY25 Form 10-K](#)
- [Amcor's FY25 Proxy Statement](#)
- Amcor's FY25 Sustainability Report
- Amcor's [company website](#)
- All policies referenced can be found in the Investors section of Amcor's company website, under the [Corporate Governance](#) tab

Section	Disclosure title	Document	Page	Disclosure or additional explanation
SECTION 2: GENERAL DISCLOSURES				
2-1	Organizational details			Amcor plc is a publicly listed company with shares trading on the New York Stock Exchange (NYSE) under the ticker symbol "AMCR" and CHESS Depositary Interests trading on the Australian Securities Exchange (ASX) under the ticker symbol "AMC". We maintain an updated list of our countries of operation on Amcor's company website.
2-2	Entities included in the organization's sustainability reporting		97	
2-3	Reporting period, frequency and contact point	Sustainability Report	97	
2-4	Restatements of information	Sustainability Report	97	
2-5	External assurance	Sustainability Report	136-138	
2-6	Activities, value chain and other business relationships	Annual Report	4-9	
		Sustainability Report	29-31, 83, 89	
2-7	Employees	Sustainability Report	105-107	
2-9	Governance structure and composition	Proxy Statement	5-6, 12-17, 21-22	

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2-10	Nomination and selection of the highest governance body	Proxy Statement	12, 20	
		Corporate Governance Guidelines	4-5	
2-11	Chair of the highest governance body	Proxy Statement	12	
2-12	Role of the highest governance body in overseeing the management of impacts	Proxy Statement	23-25	
2-13	Delegation of responsibility for managing impacts	Sustainability Report	87-88	
2-14	Role of the highest governance body in sustainability reporting	Sustainability Report	92-94	
2-15	Conflicts of interest	Corporate Governance Guidelines	5	
		Code of Conduct	10-11	
		Proxy Statement	39	
2-16	Communication of critical concerns	Whistleblower Policy	1-3	
		Sustainability Report	95	
2-17	Collective knowledge of highest governance body	Corporate Governance Guidelines	6-7	
2-18	Evaluation of the performance of the highest governance body	Proxy Statement	26	
		Nominating & Corporate Governance Committee Charter	1	
		Corporate Governance Guidelines	7	
2-19	Remuneration policies	Proxy Statement	18-19	
2-20	Process to determine remuneration	Compensation Committee Charter	1-3	
		Proxy Statement	30-38	
2-21	Annual total compensation ratio	Proxy Statement	52	

Section	Disclosure title	Document	Page	Disclosure or additional explanation
SECTION 2: GENERAL DISCLOSURES				
2-22	Statement on sustainable development strategy	Sustainability Report	1-6	
2-23	Policy commitments	Sustainability Report	82-83, 95	Amcor's policy commitments are accessible on the Corporate Governance Policies and Standards section of our company website.
		Amcor website		
2-24	Embedding policy commitments	Sustainability Report	33	
2-25	Processes to remediate negative impacts	Sustainability Report	95	
		Whistleblower Policy	1-3	
		Human Rights Policy	3	
2-26	Mechanisms for seeking advice and raising concerns	Sustainability Report	95	The processes we have in place to communicate concerns are accessible on the Corporate Ethics & Feedback section of our company website.
		Whistleblower Policy	1-3	
		Amcor website		
2-27	Compliance with laws and regulations	Sustainability Report	57	
2-28	Membership associations	Sustainability Report	131-135	
2-29	Approach to stakeholder engagement	Sustainability Report	29-33, 89	
2-30	Collective bargaining agreements	Form 10-K	10	
SECTION 200: ECONOMIC DISCLOSURES				
201-1	Direct economic value generated and distributed	Form 10-K	52-56	
201-2	Financial implications and other risks and opportunities due to climate change	Form 10-K	12-23	Amcor's FY25 TCFD Report provides a detailed discussion of impacts, risks and opportunities related to climate change. It is available for download on the Sustainability section of our company website.
201-3	Defined benefit plan obligations and other retirement plans	Form 10-K	45-46	
203-1	Infrastructure investments and services supported	Sustainability Report	29-31	

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		Supplier Code of Conduct	1-2	
		Anti-Bribery and Corruption Policy	1-4	

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301-3	Reclaimed products and their packaging materials	Sustainability Report	99	
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303-2	Management of water discharge-related impacts	Sustainability Report	52-53	
303-3	Water withdrawal	Sustainability Report	103	
303-4	Water discharge	Sustainability Report	103	
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304-1	Operational sites owned, leased, managed in or adjacent to protected areas and areas of high biodiversity value outside protected areas	Sustainability Report	104	

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305-2	Energy indirect (Scope 2) GHG emissions	Sustainability Report	100	
305-3	Other indirect (Scope 3) GHG emissions	Sustainability Report	100	
305-7	Nitrogen oxides, sulfur oxides and other significant air emissions	Sustainability Report	41, 101	
306-1	Waste generation and significant waste-related impacts	Sustainability Report	102	
306-2	Waste by type and disposal method	Sustainability Report	102	
306-3	Waste generated	Sustainability Report	102	
306-4	Waste diverted from disposal	Sustainability Report	102	
306-5	Waste directed to disposal	Sustainability Report	102	
307-1	Non-compliance with environmental laws and regulations	Sustainability Report	49, 53, 57	
308-1	New suppliers that were screened using environmental criteria	Sustainability Report	83-85	
308-2	Negative environmental impacts in the supply chain and actions taken	Sustainability Report	58-59, 83-85	

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403-4	Worker participation, consultation and communication on occupational health and safety	Sustainability Report	63	
403-5	Worker training on occupational health and safety	Sustainability Report	63	
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403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Sustainability Report	67	
403-8	Workers covered by an occupational health and safety management system	Sustainability Report	63	
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404-3	Percentage of employees receiving regular performance and career development reviews	Sustainability Report	72	
405-1	Diversity of governance bodies and employees	Sustainability Report	107	
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405-2	Ratio of basic salary and remuneration of women to men	UK Gender Pay Gap Statement		

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SECTION 400: SOCIAL DISCLOSURES				
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408-1	Operations and suppliers at significant risk for incidents of child labor	Modern Slavery and Human Trafficking Statement	6-8	
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413-1	Operations with local community engagement, impact assessments and development programs	Sustainability Report	79-81	
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416-1	Assessment of the health and safety impacts of product and service categories	Sustainability Report	66	
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Sustainability Report	66	
417-1	Requirements for product and service information and labeling	Sustainability Report		Amcor complies with the ISO 14000 series of environmental management standards—specifically two sections that provide guidance on making environmental claims about products or services: ISO 14020 and ISO 14021. Our experts offer guidance to colleagues and customers to ensure any environmental claims align with these standards and are supported by data that is clear, verifiable and robust.

SASB index

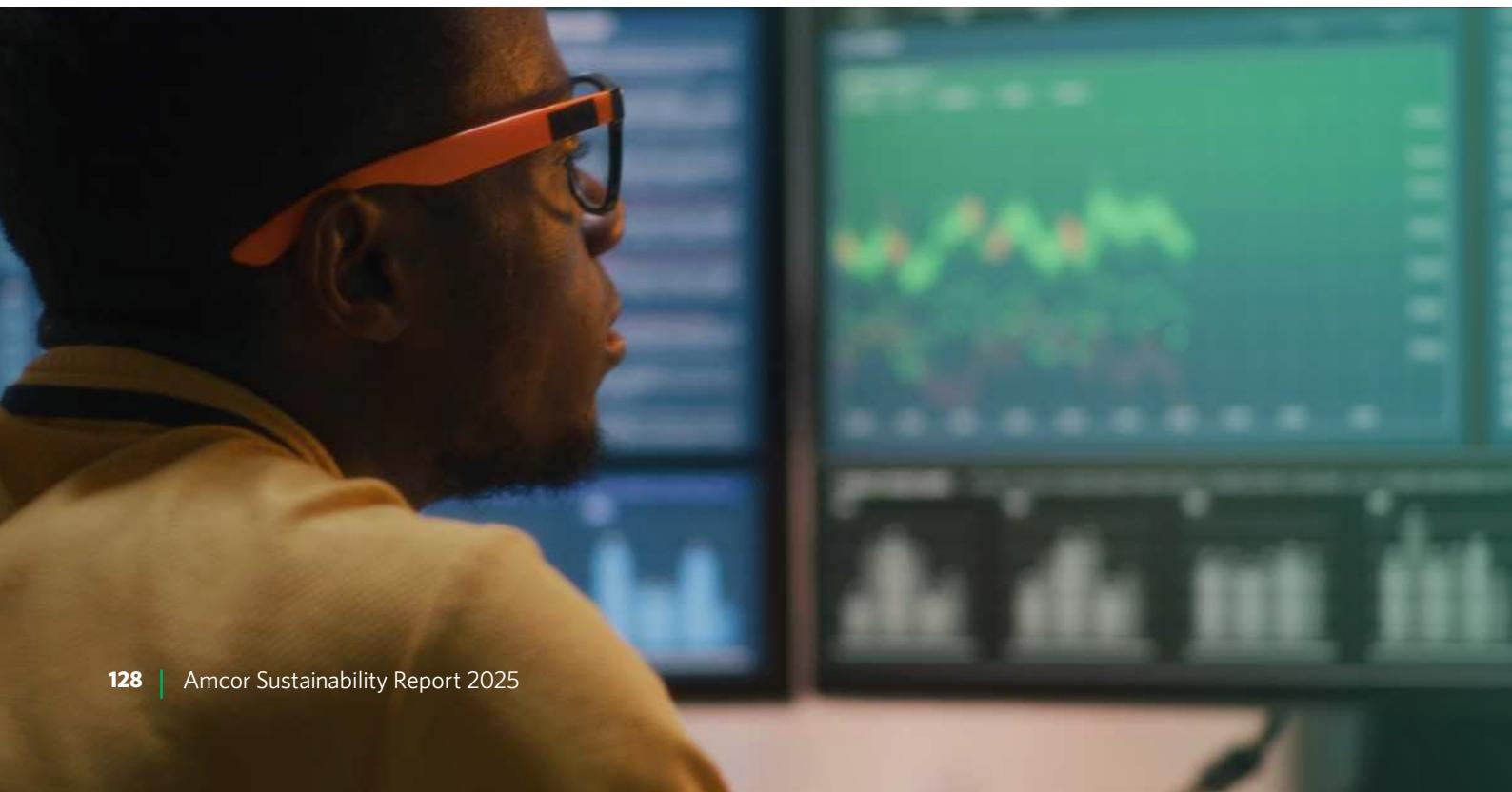
SASB topic	Disclosure number	Disclosure title	Page
GHG emissions	RT-CP-110a.1	Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	100
	RT-CP-110a.2	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets and an analysis of performance against those targets	36-43
Air quality	RT-CP-120a.1	Air emissions of the following pollutants: NOx, SOx, volatile organic compounds (VOCs), and particulate matter (PM)	42, 101
Energy management	RT-CP-130a.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable, (4) total self-generated energy	101
Water management	RT-CP-140a.1	(1) Total water withdrawn, (2) total water consumed, (3) percentage of each in regions with High or Extremely High Baseline Water Stress	103
	RT-CP-140a.2	Description of water management risks and discussion of strategies and practices to mitigate those risks	52-55
	RT-CP-140a.3	Number of incidents of noncompliance associated with water quality permits, standards and regulations	53
Waste management	RT-CP-150a.1	Amount of hazardous waste generated and percentage recycled	102
Product safety	RT-CP-250a.1	Number of recalls issued, total units recalled	66
	RT-CP-250a.2	Discussion of process to identify and manage emerging materials and chemicals of concern	65-66
Product lifecycle management	RT-CP-410a.1	Percentage of raw materials from: (1) recycled content, (2) renewable resources and (3) renewable and recycled content	98
	RT-CP-410a.2	Revenue from products that are reusable, recyclable, or compostable	99
	RT-CP-410a.3	Discussion of strategies to reduce the environmental impact of packaging throughout its lifecycle	12-33
Supply chain management	RT-CP-430a.1	Total wood fiber procured and percentage from certified sources	59, 98
	RT-CP-430a.2	Total aluminum purchased and percentage from certified sources	
Activity metrics	RT-CP-000.A	Amount of production, by substrate	98
	RT-CP-000.B	Percentage of production as (1) paper/wood, (2) glass, (3) metal and (4) plastic	98
	RT-CP-000.C	Number of employees	105

Materiality results

Issue	Description	Disclosure
Biodiversity and deforestation	Sourcing materials and managing our operational footprint in a way that minimizes disturbances to natural habitats	GRI 304
Circular materials	Selecting raw materials that support circularity and reduce reliance on fossil fuel-based feedstocks	GRI 301 SASB RT-CP-410a1 SASB RT-CP-430a1 SASB RT-CP-430a.2
Climate change	Mitigating risks and pursuing opportunities related to the impacts of climate change	TCFD
Corporate governance	Promoting effective and accountable corporate governance practices	GRI 2
Cybersecurity	Protecting Amcor's information and information processing infrastructure	
Diversity, equity and inclusion	Promoting and upholding inclusions and belonging in the workplace and building a workforce that reflects the markets in which we operate and the makeup of society in general	GRI 405
Energy management	Reducing energy use and investing in renewable energy	GRI 302
Ethics and integrity	Adhering to the highest standards of honesty and integrity and promoting a culture of ethical behavior at Amcor	GRI 2 GRI 205 GRI 408 GRI 409
GHG emissions	Reducing GHG emissions and air pollution across Amcor's value chain	GRI 305 SASB RT-CP-103a1 SASB RT-CP-110a1 SASB RT-CP-110a2 SASB RT-CP-120a1
Human and labor rights	Prohibiting the use of child labor and forced or compulsory labor within our facilities and supply chain	GRI 408 GRI 409 GRI 413 GRI 414
Innovation and design for circularity	Developing innovative products with characteristics that support packaging circularity	SASB RT-CP 410a.2
Occupational health, safety and well-being	Championing workplace safety, driving responsible safety behavior and promoting wellness among our employee base	GRI 403 SASB RT-CP-250a.2
Operational waste management	Minimizing manufacturing waste, preventing pollution and disposing of waste in the most responsible manner	GRI 306 SASB RT-CP-150a1

Materiality results continued

Issue	Description	Disclosure
Post-consumer waste	Minimizing environmental contamination from post-consumer packaging by improving recyclability and helping build a more robust recycling infrastructure	SASB RT-CP-410a.3
Product safety and quality	Ensuring the safety and quality of Amcor's products throughout the value chain	GRI 416 SASB RT-CP-250a.2
Public policy and advocacy	Advocating for responsible packaging policy and regulations	GRI 415
Responsible sourcing	Minimizing the environmental and social impacts of our procurement practices and collaborating with suppliers to build demand for more sustainable materials and services	GRI 102 GRI 307 GRI 414
Talent attraction, engagement and development	Attracting high-caliber employees and supporting their development, growth and connection to Amcor	GRI 2 GRI 401 GRI 404
Transparency	Ensuring reported information is accurate, balanced, clear, reliable, timely and comparable to that of peers and our own past disclosures	GRI 2
Water management	Minimizing water use, managing water discharge quality and protecting local water sources	GRI 303 SASB RT-CP-140a.1 SASB RT-CP-140a.2 SASB RT-CP-140a.3



GHG calculations

For Scope 1, 2 & 3 emissions, CO₂ is the predominant gas included in the calculation, as it is from combustion of fuels. Our emission factors also include small amounts of methane and nitrous oxide. In FY25 Amcor's biogenic CO₂ emissions were 13,000 metric tons CO₂e.

Scope 1 and 2 GHG emissions are calculated based on the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition). Emission factors are maintained and regularly updated by the third-party sustainability reporting software we utilize. Global Scope 1 emission factors for fuel combustion are from the UK Department for Energy Security and the Net Zero 2024 Government GHG Conversion Factors for Company Reporting. Country-specific factors are sourced locally where available. Australian emissions factors are based on the National Greenhouse Accounts Factors 2023. New Zealand factors are sourced from the Ministry for the Environment 2024 guide, Measuring Emissions: A guide for organisations. USA factors are sourced from the 2025 EPA GHG Emission Factors Hub. Switzerland factors are sourced from Switzerland's Greenhouse Gas Inventory 1990-2022 National Inventory Report. Canada factors are sourced from the Environment Canada National Inventory Report 2024. Brazil factors are sourced from the 2024 Programa Brasileiro GHG Protocol.

Scope 2 emission factors for most countries are sourced from the Revised IPCC Guidelines for National Greenhouse Gas Inventories: Reference Manual. For Australia, Scope 2 emissions factors are sourced from the National Greenhouse Accounts Factors 2023 at a state level. New Zealand factors are sourced from the Ministry for the Environment 2024 guide, Measuring Emissions: A guide for organisations at a state level. For the US, Scope 2 emission factors are sourced from the EPA eGRID2023 tool at a subregional grid level. UK factors are sourced from the Department for Energy Security, and Net Zero 2024 Government GHG Conversion Factors for Company Reporting. Brazil factors are sourced from the Ministry of Science and Technology of Brazil. Canada factors are sourced from the Environment Canada National Inventory Report 2024. Residual mix factors are sourced from the Association of Issuing Bodies' European Residual Mixes 2024 and are used for Scope 2 market-based reporting where available. Scope 2 GHG emissions are calculated based on the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition). Note: This data reflects market-based Scope 2 emissions, which we use to calculate our science-based target results.

Amcor calculates Scope 3 GHG emissions in accordance with the GHG Protocol: Corporate Value Chain (Scope 3) Accounting and Reporting Standard. Scope 3 GHG emissions are defined as all other indirect emissions that occur in a company's value chain. The GHG Protocol Standard includes 15 categories of Scope 3 GHG emissions that organizations are required to report. Material categories for Scope 3 GHG emissions reporting are determined using the GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard. Our Scope 3 emissions are estimated using information from our suppliers, consultants and conversion factors sourced from publicly available databases contained within our life cycle analysis software.

Emissions are consolidated from entities over which Amcor has operational control. From FY24 to FY25, a number of entities were closed or sold and are excluded from Amcor plc's boundary as outlined per GHG Protocols. We adjust our baseline year data annually for GHG emissions, waste and water to include acquired sites. If the acquired site is able to provide data back to the FY22 baseline year for energy use, waste generated, raw material consumption and water usage, this data is added to our environmental database. If acquired sites do not have existing data when integration begins, we wait until we have 12 months of data before the sites are integrated into our reporting. We use these 12 months of data to estimate historical data back to our FY22 baseline year. As we begin to incorporate more supplier-specific factors into our data, these factors are added back to the baseline year and data is recalculated accordingly. From FY24 to FY25, we incorporated a number of supplier-specific factors for our raw materials data across our business.

Our reported Scope 3 emissions include the following categories, which also make up our approved target boundary for our Scope 3 science-based target:

- Category 1: Purchased goods and services
- Category 3: Fuel and energy-related activities
- Category 4: Upstream transportation and distribution
- Category 5: Waste generated in operations
- Category 12: End-of-life treatment of sold products

GHG calculations continued

Our science-based targets inventory included two categories that were evaluated to be immaterial with regards to our emissions calculations and were not included within the target boundary noted above. This includes the following Scope 3 GHG emission categories:

- Category 2: Capital goods:** Emissions from capital goods purchases were estimated using an average spend-based method. Based on this, the impact of capital goods has been determined to be immaterial at less than 1% of Scope 3 emissions. The use of capital goods is included through the calculation of Scope 1, where more efficient equipment can influence our emissions.
- Category 10: Processing of sold products:** Most of our products sold do not require further processing, only a small amount of our sales are considered intermediate products and undergo further processing by our customers. Emissions were estimated using an average-data method. Based on this, the impact of further processing by customers has been determined to be immaterial at less than 2% of Scope 3 emissions.

The following categories were not included in our emissions inventory or target boundary as they have been assessed as either immaterial with regard to our emissions calculations, not applicable to our business or not currently quantifiable with a robust methodology.

- Category 6: Business travel:** Emissions from business travel were estimated using a distance-based method. Data on flight mileage and haul length classification were used to calculate emissions. The impact of business travel has been determined to be immaterial at less than 1% of Scope 3 emissions.
- Category 7: Employee commuting:** Emissions from employee commuting were estimated using an average-data method. Regional averages of typical commute type and length were used to estimate the amount of passenger miles based on the number of employees in each region. The impact of employee commuting has been determined to be immaterial at less than 1% of Scope 3 emissions.
- Category 8: Upstream leased assets:** This category is not relevant.

- Category 9: Downstream transportation and distribution:**

Transport of finished goods from Amcor sites is included in upstream distribution, as it is paid for by Amcor. Transport of filled product between retailers and consumers is immaterial compared to original manufacture of the packaging material.

- Category 11: Use of sold products:** There are no emissions from use of packaging by consumers and there is no use of fuel, electricity consumed or refrigerant leakage per use of product. Impacts from equipment sales from our Moda operations were evaluated and were determined to be immaterial at less than 1% of Scope 3 emissions.

- Category 13: Downstream leased assets:** This category is not relevant.

- Category 14: Franchises:** This category is not relevant.

- Category 15: Investments:** Amcor's number of joint venture sites is small compared to owned sites that are included, so the exclusion is considered to be immaterial.

Emissions are consolidated from entities over which Amcor has operational control. We are impacted by carbon tax and emissions trading schemes around the world, such as the Climate Change Agreements program in the UK and the official environmental programs in Switzerland. We also pay carbon taxes in any countries where they are applicable. We do not use emission offsets to meet our reduction targets, as we prefer to focus our resources on initiatives to directly reduce our operational emissions.

List of memberships

The following is a list of partnerships and memberships that Amcor was involved in as of June 30, 2025. It includes relationships owned by both the legacy Amcor and legacy Berry organizations. *Indicates Amcor holds a leadership role in the organization.

Organization	Type	Geographic reach
A		
4evergreen	Initiative	Europe
Abt Cosmétique magazine	Other	France
Abt Forme de Luxe	Other	France
Abt Francis Lefebvre Memento	Other	France
Abt QSE Conseil	Other	France
Abt UITS	Other	France
Acoplásticos	Trade association	Colombia
AGV Chemie	Other	Germany
AGV Stade (Arbeitgeberverband)	Trade association	Germany
AIM Progress	Initiative	Global
AIMPLAS (Spain)	Scientific / Academy	Spain
Alimarket Espana	Trade association	Spain
Alliance Verpackung und Umwelt	Trade association	Germany
Aluminum Closures	Other	Europe
Aluminium Stewardship Initiative*	Initiative	Europe
American Chamber of Commerce (AMCHAM)	NGO	Brazil
American Beverage Association (ABA)	Trade association	USA
American Chemistry Council (ACC)	Trade association	USA
AMERIPEN	Trade association	USA
American Institute for Packaging and the Environment (AMS Europe)	Other	Europe
APIGRAF	Other	Portugal
Arbeitgeberverband der Deutschen Kautschukindustrie (ADK) e. V.	Trade association	Germany
Arbeitgeberverband Kunststoff Bad Langensalza	Other	Germany
Arbeitgeberverband Oldenburg e.V.	Trade association	Germany
Arbeitgeberverband Stade, e.V.	Other	Germany
Aseplastics	Trade association	El Salvador
Asociacion Española de Industriales de Plásticos (ANAIPI)	Trade association	Spain
ASOCIACIÓN NACIONAL DE INDUSTRIAS DEL PLASTICO, A.C.	Trade association	Spain
Asociación Nacional de Industrias del Plástico, A.C. (ANIPAC)	Trade association	Mexico
Asociación Peruana de la Industria Plástica (APIPLAST)	Trade association	Peru
Asociacion progreso Direccion – APD	Scientific / Academy	Spain
Aspaplast	Other	Romania
Associação Brasileira da Embalagem (ABRE)*	Trade association	Brazil
Associação Brasileira da Indústria do PET (ABIPET)	Trade association	Brazil
Associação Brasileira da Indústria do Plástico (ABIPLAST)	Trade association	Brazil
Association of Malaysian Medical Industries (AMMI)	Other	Malaysia
Association of Plastics Recyclers (APR)	Trade association	USA
Assolombarda	Trade association	Italy
ATIP (Tunisian association of plastic company)	NGO	Tunisia
Australian Packaging Covenant Organisation (APCO)	Other	Australia

List of memberships continued

Organization	Type	Geographic reach
B		
Beauty Cluster (Spain)	Trade association	Spain
Belgisch Verpakkingsinstituut	Other	Belgium
BG ETEM	Other	Germany
BG RCI, Finnentrop	Other	Germany
Bombay Chamber of Commerce & Industry (BCCI)	NGO	India
Botellas de Amor	Initiative	Colombia
British Coatings Federation	Trade association	United Kingdom
British Plastics Federation (BPF)	Trade association	Europe
British Retail Consortium (UK)	Trade association	United Kingdom
Business Coalition for a Global Plastic Treaty (BCGPT)	Other	Global
C		
Cámara Argentina de la Industria Plástica (CAIP)	Trade association	Argentina
Canadian Meat Council	Trade association	Canada
CANVA	Other	France
Carbon Trust	Initiative	Europe
CAENVASE	Other	Venezuela
CEFIC	Trade association	Europe
Centro de Envases y Embalajes de Chile	Initiative	Chile
CFREP	Other	Europe
Chemistry Australia	Trade association	Australia
Chemistry Industry Association of Canada (CIAC)	Trade association	Canada
China Association for Medical Device Industry	Other	China
China Canned Food Industry Association*	Trade association	China
China Condiment Association	Trade association	China
China Dairy Industry Association	Other	China
China Environmental Protection Federation Green Supply Chain Special Committee	Other	China
China Meat Association – Professional Committee of Packaging	Other	China
China National Pharmaceutical Packaging Association	Other	China
China Oral Care Industry Association	Other	China
China Packaging Federation (CPF)	NGO	China
China Plastics Processing Industry Association – Professional Committee of Laminated Film	Other	China
Circula el Plástico (Chile Plastic Pact)	NGO	Chile
CEFLEX*	Initiative	Europe
Circular Plastics Alliance (CPA)	Other	Netherlands
Club de Marketing de Navarra	Scientific / Academy	Spain
Confederation of Indian Industry (CII)	Trade association	India
Cosmetic Valley, France	Trade association	France
CosmetoPack, France	Trade association	France
Cospatox	Other	Europe
CTAIC	NGO	Tunisia
CTFCI	NGO	Tunisia
D		
Dansk Industri	Trade association	Denmark
Delterra	NGO	Global
Dharmniti Seminar and Training Co., Ltd.	Scientific / Academy	Thailand
DIN (Germany)	Scientific / Academy	Germany

Organization	Type	Geographic reach
E		
Ecoplas	Trade association	Argentina
Elipso*	Trade association	Europe
EMBALLASJE FORENINGEN (Norway)	Trade association	Norway
EPR Leadership Forum (ELF)*	Initiative	USA
essencia*	Trade association	Europe
European Aluminium Foil Association (Alufoil) Sustainability Working Groups	Other	Europe
European Aluminium Foil Association (EAFA)*	Trade association	Europe
European Carton Makers Association (ECMA)	Trade association	Europe
European Carton Makers Association Tobacco Forum (ECMA)	Trade association	Europe
European Chemical Industry Council (Cefic)	Other	Europe
European Committee for Standardization (CEN)	Scientific / Academy	Europe
European Organisation for Packaging and the Environment (Europen)*	Trade association	Europe
European Plastics Converters (EuPC)	Other	Europe
F		
Fédération des Entreprises de la Beauté (FEBEA)	Trade association	France
Federation of India Export Organisations	Other	India
Federazione Gomma Plastica	Trade association	Italy
Flexible Packaging Association*	Trade association	USA
Flexible Packaging Europe*	Initiative	Europe
Food Industry Asia	Initiative	Asia Pacific
Foodservice Packaging Institute	Trade association	USA
Forschungsverbund ZWT	Scientific / Academy	Germany
FPI Plastics Recovery Group	Trade association	USA
FROMONT BRIENS	Other	France
Fundacion Industria Navarra	Trade association	Spain
Fundación Reciduca	NGO	Argentina
G		
German Aluminum (Aluminuim Deutschland)	Other	Germany
German Association for Plastic Packaging and Film	Other	Germany
Globe EU	Other	Europe
Graphispack (EFE)	Other	Spain
Gruppo Imballaggio Flessibile (GIFLEX)	Other	Italia
GuangDong Pharmaceutical Association	Trade association	China
H		
Healthcare Plastics Recycling Council (HPRC)	Initiative	Global
How2Recycle	Initiative	USA
I		
Igora*	Initiative	Switzerland
IHK (Industrie- und Handelskammer)	Trade association	Germany
IHK Koblenz	Trade association	Germany
IHK Lüneburg-Wolfsburg	Trade association	Germany
IK Industrievereinigung Kunststoffverpackungen	Trade association	Europe
INC PEN (UK)	Trade association	United Kingdom
India Plastics Pact	NGO	India
Indian Institute of Packaging (IIP)	Initiative	India
Industrievereinigung für Lebensmitteltechnologie und Verpackung (IVLV)	Other	Germany

List of memberships continued

Organization	Type	Geographic reach
Innovate UK	Other	United Kingdom
Instituto Argentino Del Envase	Other	Argentina
International Society of Beverage Technologists (ISBT)	Other	Global
IPC	Scientific / Academy	France
K		
Kemiateollisuus KT ry	Other	Finland
Kreiswerke Cochem-Zell	Other	Germany
L		
LIAISONS SOCIALES	Other	France
M		
Malaysian Rubber Glove Manufacturers Association (MARGMA)	Other	Malaysia
Meat Institute*	Trade association	USA
Mercer Deutschland GmbH	Other	Germany
Michigan Chamber of Commerce	NGO	USA
Moss Industri og Næringsforening	Trade association	Norway
Muoviteollisuus ry	Other	Finland
N		
NAPCOR*	Trade association	USA
National Plastic Action Partnership (NPAP Philippines)	Initiative	Philippines
New Zealand Packaging Forum	NGO	New Zealand
Norsk Industri	Trade association	Norway
Norwegian Packaging Assosiation	Trade association	Norway
O		
OE qiche	Trade association	China
P		
Packaging Cluster (Spain)	Trade association	Spain
Packaging Council of New Zealand	Other	New Zealand
PACKAGING FEDERATION (UK)	Trade association	United Kingdom
Packaging Institute of the Philippines (PIP)	Trade association	Philippines
Packaging SA	Trade association	South Africa
PET Gütegemeinschaft Wertstoffkette PET-Getränkeverpackung	Trade association	Germany
PET Plastic Recycling Corporation of California (Formerly: Plastic Recycling Corporation of California (PRCC)*	Initiative	USA
Pet Sustainability Coalition	Other	USA
Philippine Alliance for Recycling and Materials Sustainability	NGO	Philippines
Philippine Institute for Supply Management	Trade association	Philippines
Plastic Converters Association	Trade association	South Africa
Plastics Europe	Trade association	Europe
Plastics Industry Associaton	Trade association	USA
Plastics Information Europe – Kunststoff Information Group	Trade association	Spain
Plastics Institute of SA	Scientific / Academy	South Africa
Plastics Recyclers Europe (PRE)	Trade association	Europe
PlastIndustrien, Denmark	Trade association	Denmark
Polyolefin Circularity Platform (PCEP)	Other	Europe
POLYVIA	Trade association	France
Positive Organizations Consortium	Other	USA

Organization	Type	Geographic reach
R		
Recoup (UK)	Other	United Kingdom
RecyClass	Scientific / Academy	Europe
Rede pela Circularidade do Plástico (Circulaflex)*	NGO	Brazil
Road Transport Platform (Trans-Eu)	Other	Poland
S		
Shandong Pet Industry Association	Trade association	China
Shandong Pre-made Food Industry Association	Other	China
Shenzhen UAV Industry Association	Trade association	China
Sinba	NGO	Peru
Smithers PIRA*	Other	Europe
Sociedad Nacional de Industrias (SNI)	Trade association	Peru
South Africa Plastics Pact	NGO	South Africa
Southeast Asia Recycling Coalition	Initiative	Asia Pacific
Sterilization Packaging Manufacturers Council (SPMC)	Other	USA
Suomen Pakkauskierrätys SUMI / RINKI Oy	Other	Finland
Suomen Pakausyhdistys	Other	Finland
Sustainable Packaging Coalition (SPC)	Initiative	USA
T		
Tehimpuls	New technologies	Romania
The Alliance to End Plastic Waste*	NGO	Global
The Consumer Goods Forum	Initiative	Global
The Ellen MacArthur Foundation	NGO	Global
The Federation of Thai Industries	Trade association	Thailand
The Recycling Partnership (TRP)*	NGO	USA
Turun Kauppakamari	Trade association	Finland
TÜV Rheinland BB Pfalz e.V., Köln	Scientific / Academy	Germany
TWIICE	Other	France
U		
UIMM	Other	France
UK Plastics Pact	NGO	United Kingdom
Unternehmensverband Mittelholstein e.V. Neumünster	Other	Germany
US Plastics Pact	NGO	USA
UTICA (Tunisian union of commerce and industries)	NGO	Tunisia
V		
VEA Bundesverband der Energie-Abnehmer e.V.	Trade association	Germany
Verband der Holz- und Kunststoffverarbeitenden Industrie Rheinland Pfalz e.V.	Trade association	Germany
Verband der Südwestdeutschen Kunststoffindustrie e.V. Mannheim	Other	Germany
Vereniging der Chemische Industrie Gent	Other	Belgium
Verpackungsregister Expertgroup III – plastic	Scientific / Academy	Germany
Versuchs- und Lehranstalt für Brauerei in Berlin e.V.	Scientific / Academy	Germany
Vichy Economie	Trade association	France
VOKA	Trade association	Europe
W		
WRAP (UK)	NGO	United Kingdom
WWF ReSource Plastic and Bioplastic Feedstock Association	NGO	Global

Assurance Statement



Independent Limited Assurance Statement to Amcor Group on their Sustainability Report FY2025

To the Management of Amcor Group GmbH, USA

Introduction

Intertek Health Sciences Inc. ("Intertek") was engaged by Amcor Group GmbH ("Amcor") to provide an independent limited assurance on its Sustainability Report for FY2025 ("the Report"). The scope of the Report comprises the reporting periods of FY2025, i.e. 1st July 2024 to 30th June 2025. The Report is prepared by Amcor based on Global Reporting Initiative (GRI) Standards 'in-accordance' option for sustainability reporting and SASB – Resource Transformation Sector Containers and Packaging Sustainability Accounting Standard. The assurance was performed in accordance with the requirements of International Federation of Accountants (IFAC) International Standard on Assurance Engagement (ISAE) 3000 (Revised), Assurance Engagements Other than Audits or Reviews of Historical Financial Information.

Objective

The objectives of this limited assurance exercise were, by review of objective evidence, to confirm whether any evidence existed that the sustainability related disclosures, as declared in the Report, were not accurate, complete, consistent, transparent and free of material error or omission in accordance with the criteria outlined below.

Intended Users

This Assurance Statement is intended to be a part of Amcor's Sustainability Report FY2025.

Responsibilities

The management of Amcor is solely responsible for the development of the Report and its presentation. Management is also responsible for the design, implementation and maintenance of internal controls relevant to the preparation of the Report so that it is free from material misstatement, whether due to fraud or error.

Intertek's responsibility, as agreed with the management of Amcor, is to provide assurance and express an opinion on the data and assertions in the Report based on our verification following the assurance scope and criteria given below. Intertek does not accept or assume any responsibility for any other purpose or to any other person or organization. This document represents Intertek's independent and balanced opinion on the content and accuracy of the information and data held within.



Assurance Scope

The Assurance has been provided for selected sustainability performance disclosures presented by Amcor in its Report. The assurance boundary included data and information for the operations of Amcor, i.e. Amcor Flexibles Asia Pacific, Amcor Flexibles Europe, Middle East and Africa, Amcor Flexibles Latin America, Amcor Flexibles North America, Amcor Rigid Packaging, Amcor Specialty Cartons and the Amcor Corporate Office in accordance with GRI and SASB Standards. Our scope of assurance included verification of data and information on selected disclosures reported as summarized in the table below:

Disclosures	GRI Reference	SASB Reference
Materials	301:1-2 (2016)	RT-CP-410a
Energy	302:1 (2016)	RT-CP-130a
Water	303:3-5 (2018)	RT-CP-140a
GHG Emissions Scope 1 (direct)	305:1 (2016)	RT-CP-110a
GHG Emissions Scope 2 (indirect)	305:2 (2016)	RT-CP-110a
GHG Emissions Scope 3 (other indirect)	305:3 (2016)	RT-CP-110a
NOx, SOx and other air emissions	305:7 (2016)	RT-CP-110a
Waste	306:3-5 (2020)	RT-CP-150a
Environmental Compliance	2-27 (2021)	-
Supplier Environmental Assessment	308:1 (2016)	-
Occupational Health & Safety	403:9-10 (2018)	-
Customer Health & Safety	416:2 (2016)	RT-CP-250a

Assurance Criteria

Intertek conducted the assurance work in accordance with requirements of 'Limited Assurance' procedures as per the following standard:

- International Standard on Assurance Engagements (ISAE) 3000 (revised) for 'Assurance Engagements other than Audits or Reviews of Historical Financial Information.'
- International Standard on Assurance Engagements (ISAE) 3410 for 'Assurance Engagements on Greenhouse Gas Statement.'

A limited assurance engagement comprises a limited depth of evidence gathering including inquiry and analytical procedures and limited sampling as per professional judgement of assurance provider. A materiality level of 5% was applied. Assessment of compliance and materiality was undertaken against the stated calculation methodology and criteria.

Methodology

Intertek performed assurance work using risk-based approach to obtain the information, explanations and evidence that was considered necessary to provide a limited level of assurance. The assurance was conducted by desk review with regard to the reporting and supporting records for the fiscal year 2025. Our assurance task was planned and carried out during Apr-Oct 2025. The assessment included the following:

- Assessment of the Report that it was prepared in accordance with the GRI and SASB standards;
- Review of processes and systems used to gather and consolidate data;
- Examined and reviewed documents, data and other information made available digitally;
- Conducted interviews with key personnel responsible for data management;
- Assessment of appropriateness of various assumptions, estimations and thresholds used by Amcor for data analysis;
- Review of sustainability disclosures on sample basis for the duration from 1st July 2024 to 30th June 2025 for Amcor was carried out remotely;
- Appropriate documentary evidence was obtained to support our conclusions on the information and data reviewed.



Assurance Statement continued

Conclusions

Intertek reviewed selected sustainability disclosures provided by Amcor in its Report. Based on the data and information provided by Amcor, Intertek concludes with limited assurance that there is no evidence that the sustainability data and information presented in the Report is not materially correct. The report provides a fair representation of sustainability disclosures and is in accordance with the GRI and SASB Standards to the best of our knowledge.

Intertek's Competence and Independence

Intertek is a global provider of assurance services with a presence in more than 100 countries employing approximately 43,000 people. The Intertek assurance team included Competent Sustainability Assurance Professionals, who were not involved in the collection and collation of any data except for this Assurance Opinion. Intertek maintains complete impartiality towards any people interviewed.

For Intertek Health Sciences Inc.



Timur Lukhadi
Senior Sustainability Consultant
Intertek Assuris
7th October 2025



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Associate Director
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7th October 2025

No member of the verification team (stated above) has a business relationship with Amcor stakeholders beyond that is required of this assignment. No form of bribe has been accepted before, throughout and after performing the verification. The verification team has not been intimidated to agree to do this work, change and/or alter the results of the verification. The verification team has not participated in any form of nepotism, self-dealing and/or tampering. If any concerns or conflicts were identified, appropriate mitigation measures were put in place, documented and presented with the final report. The process followed during the verification is based on the principles of impartiality, evidence, fair presentation and documentation. The documentation received and reviewed supports the conclusion reached and stated in this opinion.



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