Amcor Overview

May 2024



Disclaimers

Cautionary Statement Regarding Forward-Looking Statements

This document contains certain statements that are "forward-looking statements" within the meaning of the safe harbor provisions of the U.S. Private Securities Litigation Reform Act of 1995. Forward-looking statements are generally identified with words like "believe," "expect." "target," "project," "may." "could," "would," "approximately," "possible," "will," "should," "intend," "plan," "anticipate," "commit," "estimate," "potential," ambitions," "outlook," or "continue," the negative of these words, other terms of similar meaning, or the use of future dates, Such statements are based on the current expectations of the management of Amcor and are gualified by the inherent risks and uncertainties surrounding future expectations generally. Actual results could differ materially from those currently anticipated due to a number of risks and uncertainties. Neither Amcor nor any of its respective directors, executive officers, or advisors provide any representation, assurance, or guarantee that the occurrence of the events expressed or implied in any forward-looking statements will actually occur. Risks and uncertainties that could cause actual results to differ from expectations include, but are not limited to: changes in consumer demand patterns and customer requirements; the loss of key customers, a reduction in production requirements of key customers; significant competition in the industries and regions in which Amcor operates: failure by Amcor to expand its business; challenging current and future global economic conditions, including the Russia-Ukraine conflict and inflation; impact of operating internationally; price fluctuations or shortages in the availability of raw materials, energy, and other inputs; disruptions to production, supply, and commercial risks, including counterparty credit risks, which may be exacerbated in times of economic volatility; pandemics, or other disease outbreaks; an inability to attract and retain our global executive management team and our skilled workforce or successfully manage the transition of key roles, including our Chief Executive Officer; costs and liabilities related to environment, health, and safety ("EHS") laws and regulations as well as changes in the global climate; labor disputes and an inability to renew collective bargaining agreements at acceptable terms; risks related to climate change; cybersecurity risks; failures or disruptions in information technology systems; rising interest rates; a significant increase in indebtedness or a downgrade in the credit rating; foreign exchange rate risk; a significant write-down of goodwill and/or other intangible assets; a failure to maintain an effective system of internal control over financial reporting; inability of Amcor's insurance policies to provide adequate protections; challenges to or the loss of intellectual property rights; litigation, including product liability claims or regulatory developments; increasing scrutiny and changing expectations from investors, customers, and governments with respect to Amcor's Environmental, Social and Governance practices and commitments resulting in increased costs; changing government regulations in environmental, health, and safety matters; changes in tax laws or changes in our geographic mix of earnings; and other risks and uncertainties identified from time to time in Amcor's filings with the U.S. Securities and Exchange Commission (the "SEC"), including without limitation, those described under Item 1A, "Risk Factors" of Amcor's annual report on Form 10-K for the fiscal year ended June 30, 2023 and any subsequent quarterly reports on Form 10-Q. You can obtain copies of Amcor's filings with the SEC for free at the SEC's website (www.sec.gov). Forward-looking statements included herein are made only as of the date hereof and Amcor does not undertake any obligation to update any forward-looking statements, or any other information in this communication, as a result of new information, future developments or otherwise, or to correct any inaccuracies or omissions in them which become apparent, except as expressly required by law. All forward-looking statements in this communication are gualified in their entirety by this cautionary statement.

Presentation of non-GAAP information

Included in this release are measures of financial performance that are not calculated in accordance with U.S. GAAP. These measures include adjusted EBITDA and EBITDA (calculated as earnings before interest and tax) adjusted net income, adjusted earnings per share, adjusted free cash flow and net debt. In arriving at these non-GAAP measures, we exclude items that either have a non-recurring impact on the income statement or which in the judgment of our management, are items that, either as a result of their nature or size, could, were they not singled out, potentially cause investors to extrapolate future performance from an improper base. Note that while amortization of acquired entities and all other expenses unless otherwise stated, are reflected in our on-GAAP financial performance earnings measures. While not all inclusive, examples of these that while and all other expenses unless otherwise stated, are reflected in our on-GAAP financial performance earnings measures. While not all inclusive, examples of these items include:

- material restructuring programs, including associated costs such as employee severance, pension and related benefits, impairment of property and equipment and other assets, accelerated depreciation, termination payments for contracts and leases, contractual obligations, and any other qualifying costs related to restructuring plans;
- material sales and earnings from disposed or ceased operations and any associated profit or loss on sale of businesses or subsidiaries;
- changes in the fair value of economic hedging instruments on commercial paper and contingent purchase consideration;
- significant pension settlements;
- impairments in goodwill and equity method investments;
- material acquisition compensation and transaction costs such as due diligence expenses, professional and legal fees, and integration costs;
- material purchase accounting adjustments for inventory;
- amortization of acquired intangible assets from business combination;
- gains or losses on significant property and divestitures and significant property and other impairments, net of insurance recovery;
- certain regulatory and legal matters;
- impacts from highly inflationary accounting;
- expenses related to the Company's Chief Executive Officer transition; and
- impacts related to the Russia-Ukraine conflict.

Amor also evaluates performance on a comparable constant currency basis, which measures financial results assuming constant foreign currency exchange rates used for translation based on the average rates in effect for the comparable prior year period. In order to compute comparable constant currency results, we multiply or divide, as appropriate, currency-year U.S. dollar results by the current year average foreign exchange rates and then multiply or divide, as appropriate, those amounts by the prior-year average foreign exchange rates. We then adjust for other items affecting comparability. While not all inclusive, examples of items affecting comparability include the difference between sales or earnings in the current period related to disposed, or ceased operations. Comparable constant currency net sales performance also excludes the impact from passing through movements in raw material costs.

Management has used and uses these measures internally for planning, forecasting and evaluating the performance of the Company's reporting segments and certain of the measures are used as a component of Amcor's Board of Directors' measurement of Amcor's performance for incentive compensation purposes. Amcor believes that these non-GAAP measures are useful to enable investors to perform comparisons of current and historical performance of the Company. For each of these non-GAAP measures are useful to enable investors to perform comparisons of current and historical performance of the Company. For each of these non-GAAP financial measures, a reconciliation to the most directly comparable U.S. GAAP financial measure has been provided herein. These non-GAAP financial measures should not be construed as an alternative to results determined in accordance with U.S. GAAP. The Company provides guidance on a non-GAAP basis as we are unable to predict with reasonable certainty the ultimate outcome and timing of certain significant forward-looking items without unreasonable effort. These items include but are not limited to the impact of foreign exchange translation, restructuring program costs, asset impairments, possible gains and losses on the sale of assets, and certain tax related events. These items are uncertain, depend on various factors, and could have a material impact on U.S. GAAP earnings and cash flow measures for the guidance period.



Safety

Guided by our values. Our number one priority







Accountability Results and Outperformance

Safety

Industry-leading safety performance

Integrity

• 19% fewer injuries fiscal 2024 year to date

Collaboration

72% of sites injury free for >12 months







Total Recordable Incident Rate (TRIR) expresses injuries per 200,000 hours worked. Amcor's TRIR is equivalent to Amcor's rate under OSHA (Occupational Safety & Health Administration). Average of North America paper manufacturing, plastic and rubber products manufacturing and printing and related support activities TRIR rate for 2022. Source: US Bureau of Labor Statistics.





Global leader in consumer packaging

- Founded in Australia in 1860
- NYSE (AMCR) and ASX (AMC) listed
- ~\$15bn market cap
- FY23 sales of ~\$14.7bn & Adjusted EBITDA of \$2.0 bn
- 218 locations, 41,000 employees, 41 countries







Proven track record of financial performance

Strong operating performance and total annual value delivered for shareholders



Average annual comparable constant currency growth (FY14-FY23)

Notes: Orora demerger completed and first set of financial results presented in USD in FY14 1. FY14 to FY18 Amcor legacy presented in accordance with IFRS. FY19 onwards presented in accordance with US GAAP. FY19 includes Bernis from date of acquisition



6

Innovation Leader



3,700+ patents, registered designs and trademarks

> ~\$100M in annual R&D investment

0000

NORTH AMERICA (ARP

0000

ASIA PACIFIC

0000

EUROPE

A **GLOBAL LEADER** WITH UNIQUE CAPABILITIES, SCALE AND REACH



0000

Investment grade balance sheet



Investment grade credit rating

Balance sheet	March 2024
Net debt (\$ billion)	6.7
Fixed:Floating debt (%)	67:33
Average LT debt duration (years)	5
Undrawn committed facilities (\$ million)	894
Leverage: Net debt / LTM EBITDA (x)	3.4
Average cost of debt (%)	4.2

Net debt maturity profile

■USD bond ■Eurobond





Consumer packaging for food, beverage and healthcare

>95% of sales to consumer end markets



Every second of every day, an estimated 10,000 people come into contact with an Amcor product



Global reach, balanced geographically and scale in EMs





Amcor Rigid Packaging segment overview

Comprehensive footprint in strategic locations across the Americas region



Plants	Countries	Employees
52	11	~5,000

FY23 Adjusted EBIT - \$265 million







10

100%



Rigid Packaging materials, design, barrier and lightweighting leader

Lightweighting

Design

Consumer research, concept design, rapid prototyping



Barrier

Multi layer barrier for oxygen sensitive products opening new markets





PowerStrap™

PowerFlex[™]



PowerPost[™]

Key competitive advantage through next generation lightweighting technologies. Delivers cost savings and design freedom

Materials

In FY23 purchased 200,000 metric tons of recycled materials* representing ~8.5% of total resin purchased.

100% PCR







Amcor Flexibles segment overview





Flexible packaging





Flexible Packaging industry leading innovation platforms





Recycle Ready Polyethylene

Segments: Pet Food, Culinary, HPC





Recycle Ready Retortable film

Segments: Pet Food, Ready meals, Liquid



PVC free Recycle Ready Blister

Segment: Pharma

AmFiber™



Paper based solutions

Segments: Snacks & Confectionery, Pet Food, Proteins







Amcor Strategy





Portfolio today - Focused with leadership and scale







Amcor Strategy – Differentiated capabilities



Capabilities deployed consistently across Amcor creating competitive advantages that enable our businesses to win



The Amcor Way: Driving competitive advantage and financial impact





FY23* & FY22* exclude 90bps & 150bps dilution respectively related to an increase in sales revenue of \$1.1bn & \$1.6bn associated with passing through higher raw material and general inflation costs







Amcor Shareholder Value Creation Model

Substantial cash flow funds multiple drivers of value for shareholders





Investing in multiple drivers of sustainable organic growth



More sustainable packaging

To preserve food and healthcare products, protect consumers and promote brands



Priority categories: Competitive advantage and leadership



Common category features:

Large addressable markets (>\$1bn each)

Higher margins

Above average growth rates

Significant investment opportunities

MSD growth Mix improvement Margin expansion



Priority category focus: protein packaging

~\$1.2bn global sales in this attractive, high value market





Markets







Category focused sales and business development teams



Amcor's differentiated value proposition addresses requirements





Wholly owned equipment offering, providing total system solution

Amcor Moda Packaging Solutions

- New Zealand based Moda Systems acquired in May 2023
- Leading manufacturer of state-of-the-art automated protein packaging machines
- Positions Amcor to offer an end-to-end packaging solution including primary packaging, equipment and technical service





Global healthcare packaging leader – Medical and Pharmaceutical

>\$2bn sales Global footprint, global scale

Globally recognised products and technology platforms across Flexible and Rigid Packaging





Substantial opportunities to grow our healthcare business

Leveraging global footprint, product and technology platforms with best in class capabilities

Large, Growing Market

Multi-billion dollar global addressable market

Growing at MSD rates

Global leverage



Leveraging North American expertise to localise thermoforming for medical packaging in Europe

Commissioned state of the art greenfield plant in Singapore

M&A



Acquisition of MDK adds coating capabilities and medical paper-based packaging solutions. Enhances leading position in Asia Pacific medical device packaging segment

Oral



Dermal



Devices

Hospital Packaging

Ophthalmic & vision care

 $\langle \mathbf{O} \rangle$



₽_____ Intravenous

Fluids



Injectables



Emerging Markets: Long history of profitable growth

Emerging market packaging growth drivers



Amcor emerging market key success factors



Experienced, profit focused local leadership



Trusted product safety and stewardship



Access to world class innovation capabilities



Extensive footprint enabling global partnerships



Balance sheet to support customer growth



Balanced capital allocation





Value creating M&A

Long history of successful execution and a deep pipeline of opportunities





Compelling cash returns to shareholders

Industry leading dividend

Member of the S&P 500 **Dividend Aristocrats**

~\$1.9bn share repurchases since FY20

~11% of total shares outstanding









Leading the industry on sustainability

Industry Leading Aspirations

Net Zero

GHG emissions by 2050

100% Product portfolio to be recyclable, reusable or compostable by 2025

30%

20%

Use of recycled content by 2030

Reduction in waste-to-disposal by 2025*

Sites with water management plan (long-term goal to continue to improve water use efficiency)

Transparent risk management and performance metrics







100%

Making further progress toward our sustainability goals

Amcor's commitment to sustainability starts with our own operations









10%

FY23 annual reduction in absolute emissions

22

Sites achieved 100% renewable electricity use

100%

Sites with a water management plan

143

Sites with zero waste to disposal certification



Amcor's "Points of View" on packaging sustainability



There will always be a role for packaging

To Preserve food and healthcare products

> To Protect consumers

To Promote brands



Requirements of packaging are increasing: end of life solutions / waste reduction are critical

Consumers want packaging to be:

- Cost effective
- Convenient
- Easy to use
- Great looking

AND

More sustainable, leading to LESS WASTE



Responsible packaging is the answer

Achieving less waste takes:

- 1. Packaging design
- 2. Waste management infrastructure
- 3. Consumer participation



Amcor is uniquely positioned and taking action to lead the way

To innovate and develop new products

To collaborate with stakeholders

To inform the debate



Responsible Packaging: Design that considers the full product lifecycle

Substrate choice and product design greatly affect environmental impact





Making further progress toward our sustainability pledge



37 Notes: Designed to be recycled definition aligned with guidance from industry groups including the Ellen MacArthur Foundation New Plastics Economy Initiative, CEFLEX, the Consumer Goods Forum and the Association of Plastic Recyclers. Values represent the % of Amcor's packaging portfolio which is designed in a way that enables it to be recycled using current technologies where infrastructure is available. Data as at FY23



Growing demand for differentiated, sustainable product platforms



AMFIBER™







Recognition for progress against our sustainability agenda

S&P Global

Amcor plc Containers & Packaging Industry

Sustainability Yearbook Member

S&P Global Corporate Sustainability Assessment (CSA) Score 2023

S&P Global CSA Score 2023: 61/100 Score date: February 7, 2024 The S&P Global Corporate Sustainability Assessment (CSA) Score is the S&P Global ESG Score without the inclusion of any modelling approaches. Position and scores are industry specific and reflect exclusion screening criteria. Learn more at https://www.spglobal.com/esg/csa/yearbook/methodology/

S&P Global





DISCLOSURE INSIGHT ACTION



MSCI

ESG Research

5 Consecutive Years identified as a leader in responsible packaging and ESG topics









Third quarter and year to date financial summary

Third quarter earnings ahead of expectations on improving volume trends and continued strong cost performance



- 3Q volumes 4% lower than last year. Significantly improved on 2Q
 - Expected weakness in healthcare categories and North America beverage
 - Overall net volumes across the balance of the business in line with last year
- 3Q earnings growth and improved earnings leverage
 - >\$130 million cost and restructuring benefits
- \$115 million YTD adjusted free cash flow, ~\$100 million higher than last year

~\$570 million YTD cash returns to shareholders Compelling quarterly dividend and share repurchases

Notes: EBIT and EPS presented on an adjusted basis and growth rates for these and Net sales exclude the impact of currency and items impacting comparability. Adjusted non-GAAP measures exclude items which are not considered representative of ongoing operations. RoAFE reflects Adjusted EBIT (Last twelve months) / Average funds employed (four quarter average). Further details related to non-GAAP measures and reconcilitations to U.S. GAAP measures can be found in the appendix section. Definition 'pcp' is 'prior comparator period'.



Fiscal 2024 Adjusted EPS guidance raised



- FY24 Adjusted EPS assumptions include:
 - 4Q24 Adjusted EPS up MSD compared with the prior year in comparable constant currency terms
 - Estimated net interest expense of \$310 to \$320 million (pre-tax)
 - Sale of three plants in Russia in December 2022, FY24 unfavorable impact all in 1H24
 - Current foreign exchange rates prevail for the balance of fiscal 2024
- Adjusted Free Cash Flow of approximately \$850 to \$950 million
- ~\$70 million of share repurchases, related to program announced in fiscal 2023

Amcor's guidance contemplates a range of factors which create a higher degree of uncertainty and additional complexity when estimating future financial results. Refer to slide 2 for further information. Reconciliations of the fiscal 2024 projected non-GAAP measures are not included herein because the individual components are not known with certainty as individual financial statements for fiscal 2024 have not been completed.







Appendix slides

Reconciliations of non-GAAP financial measures

	Three Months Ended March 31, 2023				Three Months Ended March 31, 2024			
(\$ million)	EBITDA	EBIT	Net Income	EPS (Diluted US cents) ⁽¹⁾	EBITDA	EBIT	Net Income	EPS (Diluted US cents) ⁽¹⁾
Net income attributable to Amcor	177	177	177	11.9	187	187	187	12.9
Net income attributable to non-controlling interests	2	2			2	2		
Tax expense	34	34			40	40		
Interest expense, net	71	71			79	79		
Depreciation and amortization	142				146			
EBITDA, EBIT, Net income, and EPS	426	284	177	11.9	454	308	187	12.9
Impact of highly inflationary accounting	6	6	6	0.4	4	4	4	0.2
Restructuring and other related activities, net(2)	48	48	48	3.3	30	30	30	2.1
CEO transition costs		_	_	_	8	8	8	0.6
Other	4	4	4	0.1	4	4	4	0.4
Amortization of acquired intangibles ⁽³⁾		40	40	2.7		43	43	2.9
Tax effect of above items			(15)	(0.9)			(19)	(1.3
Adjusted EBITDA, EBIT, Net income and EPS	484	382	260	17.5	499	397	257	17.8
Reconciliation of adjusted growth to comparat % growth - Adjusted EBITDA, EBIT, Net income % items affecting comparability ⁽⁴⁾		currency gi	rowth		3	4	(1)	2
% currency impact					(1)	(1)	(1)	(1
% comparable constant currency growth					2	3	(2)	1
Adjusted EBITDA	484				499			
Interest paid, net	(57)				(55)			
Income tax paid	(39)				(39)			
Purchase of property, plant and equipment and other intangible assets	(132)				(113)			
Proceeds from sales of property, plant and equipment and other intangible assets	4				1			
	(191)				(225)			
Movement in working capital	(191)							
Movement in working capital Other	(191)				(5)			

(1) Calculation of diluted EPS for the three months ended March 31, 2024 excludes net income attributable to shares to be repurchased under forward contracts of \$1 million. Calculation of diluted EPS for the three months ended March 31, 2023 excludes net income attributable to shares to be repurchased under forward contracts of \$1 million.

(2) Includes incremental restructuring and other costs attributable to group wide initiatives to partly offset divested earnings from the Russian business.

(3) Amortization of acquired intangible assets from business combinations.

(4) Reflects the impact of disposed and ceased operations.



Reconciliations of non-GAAP financial measures

	Nine Me	onths Ende	d March 31	, 2023	Nine Months Ended March 31, 2024			
(\$ million)	EBITDA	EBIT	Net Income	EPS (Diluted US cents) ⁽¹⁾	EBITDA	EBIT	Net Income	(Diluted US cents) ⁽¹⁾
Net income attributable to Amcor	868	868	868	58.1	473	473	473	32.7
Net income attributable to non-controlling interests	6	6			6	6		
Tax expense	125	125			107	107		
Interest expense, net	189	189			232	232		
Depreciation and amortization	425				433			
EBITDA, EBIT, Net income, and EPS	1,613	1,188	868	58.1	1,251	818	473	32.7
Impact of highly inflationary accounting	19	19	19	1.3	55	55	55	3.8
Restructuring and other related activities, net ⁽²⁾	(156)	(156)	(156)	(10.4)	82	82	82	5.7
CEO transition costs	-	—	-	-	8	8	8	0.6
Other	2	2	2	-	17	17	17	1.2
Amortization of acquired intangibles ⁽³⁾		120	120	8.0		126	126	8.7
Tax effect of above items			(45)	(2.9)			(51)	(3.6)
Adjusted EBITDA, EBIT, Net income and EPS	1,478	1,173	808	54.1	1,412	1,106	710	49.1
Reconciliation of adjusted growth to comparable constant currency growth % growth - Adjusted EBITDA, EBIT, Net income, and EPS % items affecting comparability ⁽⁴⁾ & currency impact					(4) 3 (2)	(6) 4 (1)	(12) 5 (2)	(9) 4 (2)
% comparable constant currency growth					(3)	(3)	(9)	(7)
Adjusted EBITDA	1,478	12	8	- -	1,412			-
Interest paid, net	(169)				(196)			
Income tax paid	(130)				(163)			
Purchase of property, plant and equipment and other intangible assets	(382)				(358)			
Proceeds from sales of property, plant and equipment and other intangible assets	12				12			
Movement in working capital	(801)				(625)			
Other	6				33			

(1) Calculation of diluted EPS for the nine months ended March 31, 2024 excludes net income attributable to shares to be repurchased under forward contracts of \$2 million. Calculation of diluted EPS for the nine months ended March 31, 2023 excludes net income attributable to shares to be repurchased under forward contracts of \$6 million.

(2) Includes incremental restructuring and other costs attributable to group wide initiatives to partly offset divested earnings from the Russian business. The prior period includes the net gain on the December 2022 disposal of the Russian business.

(3) Amortization of acquired intangible assets from business combinations.

(4) Reflects the impact of disposed and ceased operations.



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