

News Release

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MANAGING DIRECTOR'S ADDRESS

Thank you Mr Chairman and good morning Ladies and Gentlemen.

Today I would like to share with you some thoughts on the future and talk about the opportunities we are prioritising for Amcor at this point in time as well as the strategy for the Company over the longer term. I will also provide an update on trading for the first quarter.

Context

I'm going to start with a few comments about the operating environment to provide some important context. There are many factors at play in the global economy today, all of which mean that the environment has become increasingly dynamic and volatile. Whether it is changes in macroeconomic conditions or shifts in consumer preferences, change is happening much more quickly and in shorter cycles. In addition, it is clear that growth rates around the world in both developed and emerging markets are lower than the long term trends.

Against this back drop Amcor is very well positioned with a strong foundation to build on. We have a defensive and resilient business that is performing at a high level, and Amcor continues to have substantial potential to create value going forward.

Amcor today

The elements of Amcor's strong foundation are detailed on the next slide and are the same ones I spoke to you about at last year's AGM. So they may be familiar to you and they have not changed.

We have a focused portfolio of market leading businesses and a differentiated set of capabilities that are common across those businesses. We are disciplined in terms of cash and capital deployment and we have a resilient model for creating shareholder value.

Amcor today

In addition to that strong foundation, there are many opportunities to make the Company even stronger. Three of those opportunities form our current operating priorities and they include:

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Generating our own growth, Increasing our agility and the pace with which we adapt our operations, and Strengthening and engaging our team.

Once again, these are the same operating priorities I spoke to you about last year and they have not changed. Over the last twelve months, we have been building on our strong foundation and accelerating on these improvement opportunities and I am pleased to say we have made solid progress.

Progress against current operating priorities

I will come back shortly to talk about our progress in generating growth but first I'd like to highlight the progress we are making on our other two operating priorities.

As an example of being more agile and adapting quickly and aggressively, we announced the flexibles segment restructuring initiative in early June which the Chairman mentioned earlier.

Our flexibles segment includes a very strong set of businesses generating returns of over 25%. So our restructuring initiative is a proactive effort to make a very strong set of businesses even stronger and even better positioned. We have committed to invest up to US\$150 million of cash and we expect to add between US\$40 and US\$50 million of pre-tax earnings in the flexibles segment within three years. This represents a return of 35 per cent on the cash invested, which is a very attractive use of cash in the context of a low growth environment.

We have made a fast start with these initiatives with plant closures announced in Belgium, the UK, New Zealand and Australia, as well as the reorganisation of our European flexible packaging business. We are good at delivering the benefits that footprint consolidation brings and we will continue to proactively look for these opportunities in the future.

We also adapted quickly to an environment which deteriorated very rapidly over the past six months in Venezuela. A proactive change in accounting approach eliminates risk and avoids the potential for extreme volatility in earnings even though our business in Venezuela continues to operate and we remain committed to our team and to our customers in that country.

And finally, in terms of strengthening and engaging the team, we are pleased to say we had the highest ever scores in our Global Engagement Survey. This survey allows us to do a 'temperature check' across the organisation and enables all 31,000 co-workers worldwide to provide feedback. Almost all of the survey items were rated more favourably than in the previous survey, and the rich feedback we received will enable us to make further improvements and to continue driving even higher engagement.

All of these actions are examples of moving the business forward towards even higher levels of performance.

Progress against current operating priorities – Organic growth

Now turning back to growth. There are several opportunities for Amcor to generate growth. Organic growth will come from greater customer focus and innovation and then the deep acquisition pipeline we have provides significant inorganic growth potential as well.

In the best examples of customer focus, and customer partnership, we have opportunities to invest in dedicated facilities to support our customers and to help them grow.

During the last six months, we started production at two greenfield plants, one in the Philippines and one in Indonesia, and we are progressing another in the United States.

Looking forward, our increasing customer focus will enable many more opportunities to partner with customers on new investments or on product development and innovation projects, all of which will help our customers win in their markets and generate growth for Amcor.

Progress against current operating priorities – acquisition growth

In terms of acquisitions, the chart on slide 18 shows both the number of acquisitions announced and the total spend on those acquisitions for each year since 2012. We have clearly accelerated and broadened our reach on acquisitions in the last financial year and we are off to a fast start in 2017 with the announcement of our agreement to acquire the Sonoco specialty container business in North America.

We have world class M&A processes and an experienced deal team who have brought that capability to bear across our entire portfolio. As a result, we have converted a broader range of opportunities over the last year, with acquisitions in each of our 5 business groups. This includes the first acquisitions in the Flexibles Americas business group and the first acquisitions in Rigid Plastics in five years.

Collectively, the acquisitions we have completed in recent years have enabled us to extend our geographic footprint, enhance our product offering and create a more compelling value proposition for customers. Our pipeline remains robust, we continue to see compelling opportunities and we expect to continue to be active during the remainder of the 2017 financial year.

Amcor strategy and growth – strong businesses

The next series of slides takes a slightly longer term view and describes how we're thinking about strategy and growth.

The starting point for our strategy is the portfolio of businesses we are in which results from choices we make about where to play and how to win.

We choose to play in businesses and product segments with some important characteristics in common: a focus on primary packaging for fast moving consumer products, good industry structure and attractive growth opportunities, including in emerging markets.

Those criteria have led us to the focused portfolio of strong businesses we have today with participation in four product segments: flexible packaging for food and healthcare products, specialty folding cartons primarily for tobacco packaging, rigid plastic containers for beverages, food, health and home care and closures for those same end markets plus for wine and spirits.

Amcor strategy and growth – multiple paths to winning

And we have multiple paths to win in these businesses either by having a leadership position or a clear pathway to a leadership position, by having a scale advantage or by differentiating in a way which provides competitive advantage, for example through our product offering or geographic footprint.

Amcor strategy and growth – differentiated capabilities

The second key component of our strategy is the differentiated set of capabilities that are important for each of the businesses in our portfolio. This set of differentiated capabilities in areas like Sales & Marketing, Procurement and Innovation, provide the Amcor businesses with a real competitive advantage. Over many years we have invested in developing these capabilities because we understand they are critical for success in the packaging industry. They represent a real source of value for Amcor in terms of unlocking additional growth and productivity potential, extracting leverage from the full scale of the Company and providing a powerful way of aligning our teams around the world.

Amcor strategy and growth – significant growth opportunities

And very importantly, across this focused portfolio of businesses with differentiated capabilities, Amcor has significant growth opportunities. Today I would like to highlight three of those opportunities.

Amcor strategy and growth – Flexible Packaging Americas

The first is Flexible packaging in the Americas. Amcor is the market leader in flexible packaging globally but across North and South America, we are underrepresented with less than 5% market share, even when including the recently acquired businesses. As you would expect, most of our large customers have a significant presence in this region, and by expanding our participation, we can differentiate and improve our value proposition as the only truly global supplier. This makes us a partner of choice, and provides the potential to grow at rates which can exceed market growth. We have almost doubled sales in this region in a short period of time but significant opportunities remain for both organic and acquisition driven growth.

Amcor strategy and growth – Flexible packaging Asia

The second example is flexible packaging in Asia.

Increasing per capita income in this region drives higher demand for packaged goods and this trend will certainly continue for a long time to come. And with rising demand for packaged goods and rising consumerism, the demand for safe, functional and attractive packaging also increases.

Since 2010, Amcor's flexible packaging sales in the Asian region have tripled through a combination of organic expansion and acquisitions. Most large multinational customers continue to invest in this region, and given Amcor's strong global relationships and ability to

deliver a unique value proposition aligned with their priorities, we are well positioned to continue growing in these markets.

Amcor strategy and growth – Rigid Plastic specialty containers

And the third example of the growth embedded in Amcor's business portfolio is the opportunity in rigid plastic containers for non-beverage end markets including food, health care, personal care and household products. In North America this is a substantial market of around US\$10 billion, and Latin America adds another US\$3 to US\$4 billion to the pool.

We have grown this business to about \$750 million in sales in recent years, including the recently announced acquisition of the North American specialty container business from Sonoco, and the acquisition in June of Plastic Moulders in Toronto. These acquisitions supplement our existing technical capabilities, broaden our product offering and enable us to compete much more effectively across a number of attractive market segments. Looking forward, organic growth will come from conversions from other packaging formats, new product development and increasing share of wallet with existing customers. There is also a very large and attractive set of acquisition opportunities in this business that are well aligned with our value proposition.

Amcor strategy and growth – strong cash flow

In addition to providing substantial growth opportunities, our focused portfolio of strong businesses and our differentiated capabilities enables us to generate strong cash flow. That cash flow can be deployed to consistently deliver 10 to 15 per cent of additional value to shareholders each year.

Multiple sources of value under resilient model

The components of that 10 to 15 per cent are reflected in our shareholder value creation model. This is something we spend a lot of time talking about with the investment community and it is a way of describing how we will provide a return on the investment that shareholders make in Amcor over the long term.

The model starts with our ability to generate strong cash flow, which we can then use to create value for shareholders by paying dividends, by reinvesting in the business to drive organic growth, and by pursuing acquisitions at attractive returns. Any residual cash is then returned to shareholders, typically through a share buy-back.

For the 2016 financial year, the value created for shareholders was at the top end of the range at 15 per cent. This demonstrates the resilience of the model even during a period where conditions in many markets were challenging.

Amcor tomorrow

Looking ahead at the Amcor of tomorrow, successful execution against our current operating priorities and our longer term strategy will take a very strong company and make it even stronger. Amcor will be even more global, more compelling and relevant to our customers, and

more integrated as we leverage the full scale of the Company. We are incredibly excited by the potential.

First Quarter Trading

I would now like to provide an overview on the first quarter of 2017.

The key message this morning is that there are no changes to the outlook statements we made in August. We remain confident of delivering increased earnings in the 2017 financial year, in constant currency terms.

Flexibles

The Flexibles segment represents approximately two thirds of Amcor sales.

As expected, first quarter volumes in developed markets have been weaker than the prior year. This largely reflects customer destocking within the tobacco packaging business related to regulatory changes across the European Union. Destocking began towards the end of the 2016 financial year and is continuing as we anticipated. Within emerging markets, trading has also been in line with expectations. Volume performance in Eastern Europe and South East Asia has remained solid, and sales in China have remained stable.

Overall, there is no change to the full year earnings expectations for the Flexibles business. The business is expected to deliver particularly strong earnings growth in the 2017 financial year compared with the prior year. However, as we noted in August, it is important to understand that growth will be significantly weighted towards the second half of the year. This reflects the timing of inventory movements in the Tobacco Packaging business, the timing of integration costs and synergy benefits related to the Alusa acquisition and the timing of restructuring benefits. Consequently, earnings growth in the first half of the year is only expected to be moderate.

Rigid Plastics

Turning now to Rigid Plastics.

We have seen good underlying industry growth in the North American beverage market in the first quarter. However, as we indicated in August, given timing of market share gains which positively impacted the first quarter of last year, volume growth for Amcor's business is tracking at rates which are lower than this time last year.

The Diversified Products and Bericap businesses have also had a good start to the year, and benefits from the Encon and Plastic Moulders acquisitions, both of which were completed last year, are in line with expectations.

Looking at the business in Latin America, challenging conditions in Brazil and Argentina mean that volumes have been lower than in the first quarter last year, although with favourable product mix and excellent cost management, earnings growth in the first quarter has been in line with the expectations we had in August.

Overall, there is no change to earnings expectations for the Rigid Plastics business. As a reminder, and as we pointed out in August, the 2017 financial year will be negatively impacted by approximately US\$40 million due to the proactive measures we took in relation to Venezuela, and of that amount US\$25 million will impact the first half.

Trading summary

In summary, we are reconfirming the outlook comments we provided in August. It is expected that Amcor's earnings for the 2017 financial year on a constant currency basis will be higher than the prior year.

In terms of cash flow, again our expectations have not changed. As we said in August, we expect free cash flow, which is after the payment of dividends to be in the range of US\$150 to US\$250 million for the 2017 financial year.

Summary

To conclude, Amcor is in a very strong position today. The Company has built a solid foundation with a focused portfolio of market leading businesses, differentiated capabilities, a disciplined approach to cash and capital deployment and a resilient shareholder value creation model.

Looking forward there are many more opportunities ahead to drive further value for all of our stakeholders, including strong returns for shareholders.

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Managing Director & CEO

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