

FY22 First Quarter Results

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November 3, 2021 Australia



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," "estimate," "potential," "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 qualified 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. None of Amcor or 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; failure to successfully integrate acquisitions; challenges to or the loss of Amcor's intellectual property rights; adverse impacts from the ongoing COVID-19 pandemic; challenging future global economic conditions; impact of operating internationally; price fluctuations or shortages in the availability of raw materials and other inputs; disruptions to production, supply and commercial risks; a failure in our information technology systems; an inability to attract and retain key personnel; costs and liabilities related to current and future environmental and health and safety laws and regulations; labor disputes; the possibility that the phase out of the London Interbank Offered Rate ("LIBOR") causes the interest expense to increase, foreign exchange rate risk; an increase in interest rates; a significant increase in indebtedness; failure to hedge effectively against adverse fluctuations in interest rates and foreign exchange rates; significant write-down of goodwill and/or other intangible assets; need to maintain an effective system of internal control over financial reporting; inability of the Company's insurance policies to provide adequate protections; litigation, including product liability claims; increasing scrutiny and changing expectations with respect to Amcor Environmental, Social and Governance policies 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 the Company's ability to develop and successfully introduce new products; 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, 2021 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 qualified 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 EBIT (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. 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 the restructuring plan;
- material sales and earnings from disposed or ceased operations and any associated profit or loss on sale of businesses or subsidiaries;
- consummated and identifiable divestitures agreed to with certain regulatory agencies as a condition of approval for Amcor's acquisition of Bemis;
- 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 combinations;
- significant property impairments, net of insurance recovery;
- payments or settlements related to legal claims; and
- impacts from hyperinflation accounting.

Amcor 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, current-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 and the prior period related to acquired, 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 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

Committed to our goal of 'no injuries'



Safety

Amcor Values



Integrity



Collaboration



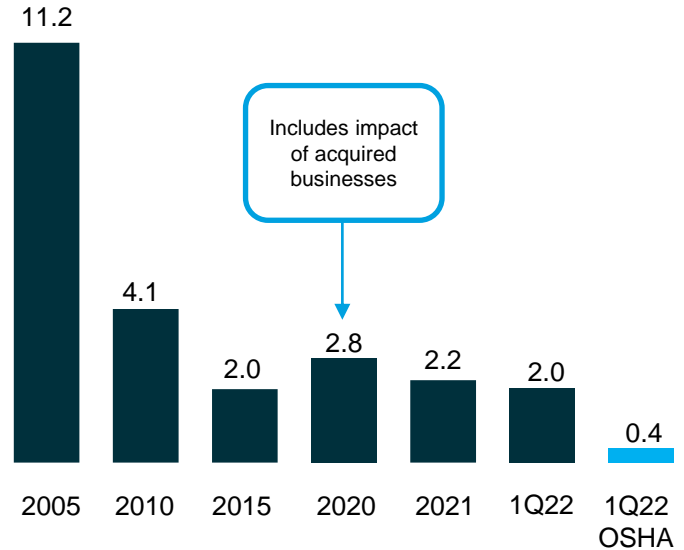
Accountability



Results and
Outperformance

- 16% reduction in number of injuries
- 62% of sites injury free for >12 months

Recordable-case frequency rate (per million hours worked)



Notes: Recordable cases per 1,000,000 hours worked. All data shown for a 12 month period ended June 30 unless otherwise indicated. Acquired businesses (including Bemis) are included in 2020 and account for the increase in frequency rate compared with 2015
Amcor equivalent under OSHA (Occupational Safety & Health Administration) standard of incidents per 200,000 hours

Key messages

1. Navigating well in a challenging external environment
2. Solid first quarter in line with expectations
3. Fiscal 2022 guidance reaffirmed
4. Strong foundation and strategy for growth and value creation

Solid first quarter financial result

Earnings growth and increased returns to shareholders

Revenue

\$3,420M

+1%

EBIT

\$381M

+7%

EPS

17.7 cents

+12%

Focused on the right priorities

- Security of supply for customers
- Price to recover inflation
- Optimize mix
- Cost management

\$64 million of shares repurchased
Quarterly dividend increased to 12.0 cents per share

Flexibles segment

Strong margin management and earnings growth

	1Q21	1Q22	Comparable constant currency Δ
Net sales (\$m)	2,400	2,634	+1%
Adjusted EBIT (\$m)	312	339	+8%
Adjusted EBIT margin	13.0%	12.9%	

First quarter highlights

- Sales of \$2.6bn includes price increases of ~\$210 million (9% growth) related to higher raw material costs
- Organic sales growth of 1% tempered by raw material shortages
 - HSD growth in medical and pet food. MSD growth in premium coffee
 - DD volume growth in China and India
 - Lower volumes in HPC and across SE Asia
- Adjusted EBIT growth of 8%
 - Favorable mix & strong cost performance
- Adjusted EBIT margin in line with last year



All paper compostable packaging



AmPrima
recycle
ready
laminated

Notes: Non-GAAP measures exclude items which are not considered representative of ongoing operations. Further details related to non-GAAP measures including Adjusted EBIT and reconciliations to U.S. GAAP measures can be found in the appendix. Comparable constant currency Δ % for Net sales excludes a 9% favorable impact from the pass through of raw material costs, a 1% unfavorable impact from items affecting comparability (disposed and ceased operations) and a 1% favorable currency impact. MSD is 'Mid-Single Digit'. HSD is 'High-Single Digit'. DD is 'Double-Digit'. HPC is Home & Personal Care.

Rigid Packaging segment

Earnings impacted by supply chain constraints

	1Q21	1Q22	Comparable constant currency Δ
Net sales (\$m)	698	786	+1%
Adjusted EBIT (\$m)	72	62	(15)%
Adjusted EBIT margin	10.3%	7.9%	

First quarter highlights

- North America - Beverage volumes in line; Specialty Container volumes lower
- Latin America - Volumes up DD and earnings higher
- Higher costs and inefficiencies related to industry-wide supply chain challenges in North America:
 - Elevated and volatile beverage demand while operating at full capacity with historically low inventories
 - Further inflation and shortages for key raw materials including PET
- Anticipate industry challenges in North America will improve through the second half of FY22



Notes: Non-GAAP measures exclude items which are not considered representative of ongoing operations. Further details related to non-GAAP measures including Adjusted EBIT and reconciliations to U.S. GAAP measures can be found in the appendix. Comparable constant currency Δ for Net sales excludes an 11% favorable impact from the pass through of raw material costs and a 1% favorable currency impact. DD is 'Double Digit'.

Cashflow, balance sheet & cash returns to shareholders

Balance sheet capacity to invest, execute M&A and return cash to shareholders

Year to date cash flow (\$ million)	1Q21	1Q22
Adjusted EBITDA	460	486
Interest and tax payments	(125)	(54)
Capital expenditure	(114)	(145)
Movement in working capital	(416)	(512)
Other	5	(17)
Adjusted Free Cash Flow⁽¹⁾	(190)	(242)

Balance sheet ⁽²⁾	September 2021
Net debt (\$ million)	5,959
Leverage: Net debt / LTM EBITDA (x)	2.9x

First quarter highlights

- Growing EBITDA
- Working capital impacted by timing of raw material inflation
 - Average working capital to sales remains below 8%
- Investing in organic growth
- Increased returns to shareholders:
 - \$64 million of share repurchases
 - Increased quarterly dividend

Notes: Non-GAAP measures exclude items which are not considered representative of ongoing operations. Further details related to non-GAAP measures including Adjusted EBITDA and Adjusted Free Cash Flow and reconciliations to U.S. GAAP measures can be found in the appendix section.

(1) Adjusted free cash flow excludes material transaction and integration related costs because these cash flows are not considered to be directly related to ongoing operations.

(2) Leverage calculated as net debt divided by adjusted trailing twelve month EBITDA.

Guidance for fiscal year ending 30 June 2022 reaffirmed

For fiscal 2022 the Company continues to expect:






Adjusted EPS growth of approximately 7 to 11% on a comparable constant currency basis, or approximately 79.0 to 81.0 cents per share on a reported basis assuming current exchange rates prevail through fiscal 2022

Adjusted Free Cash Flow of approximately \$1.1 to \$1.2 billion

Approximately \$400 million of cash to be allocated towards share repurchases

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.

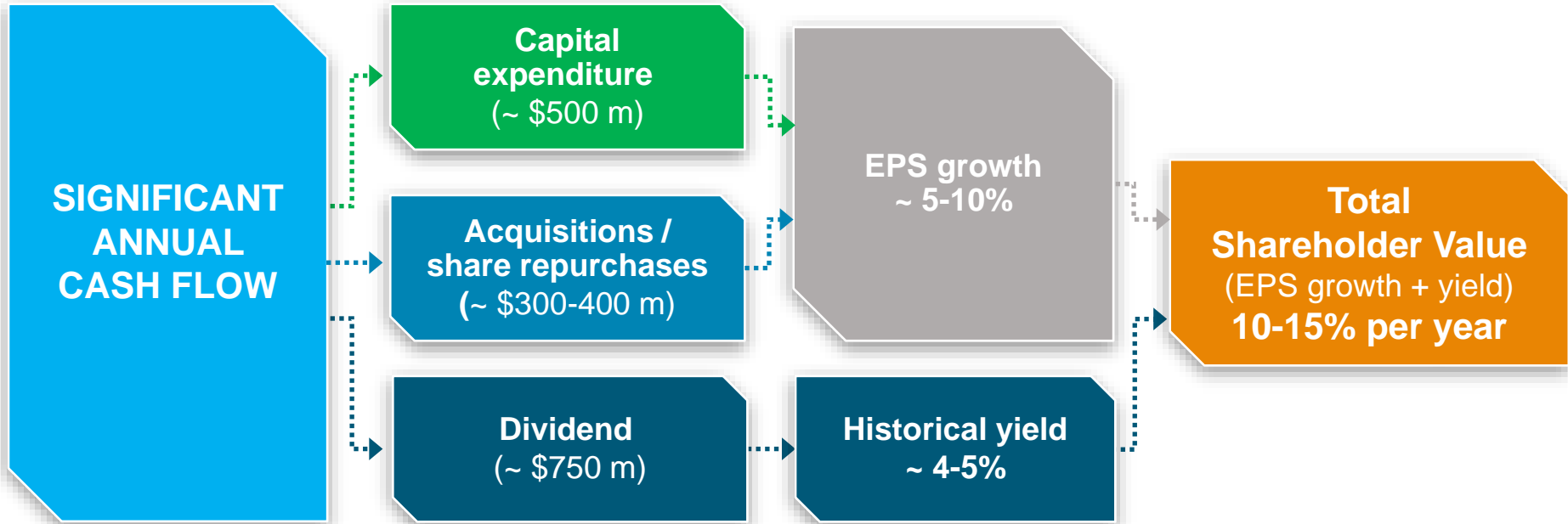
Strong foundation for growth and value creation

-  **Global industry leader** with proven track record and clear strategy
-  **Consistent growth** from consumer and healthcare end markets
-  **Attractive and growing dividend** with current yield ~4%
-  **Growing cash flow and strong balance sheet** provides ongoing capacity to invest
-  **Momentum building** and investing for growth

EPS growth + Dividend yield = 10-15% per year

Amcor Shareholder Value Creation Model

Substantial cash flow funds multiple drivers of value for shareholders



Multiple levers drive organic profit growth

Higher growth, higher value segments

Healthcare, protein, coffee, pet food,
hot fill beverage

Emerging markets

>\$3bn emerging markets business across
27 countries

Innovation

Differentiated products

Volume growth & margin expansion in higher value segments and higher growth geographies



Hot fill beverage



Medical



Pharmaceutical



Protein



Pet food

More sustainable packaging

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

Sustainability: Amcor's greatest opportunity for growth and differentiation

Responsible Packaging:

1

Packaging design

2

Waste management
infrastructure

3

Consumer
participation

Leveraging scale and capabilities to meet growing demand for more sustainable packaging



*Circular bottle to bottle
solution for amber containers*



*Food grade flexible packaging with
30% advanced recycled material*



80% recycled aluminium

Key messages

1. Navigating well through a challenging external environment
2. Solid first quarter in line with expectations
3. Reaffirmed fiscal 2022 guidance
4. Strong foundation and strategy for growth and value creation



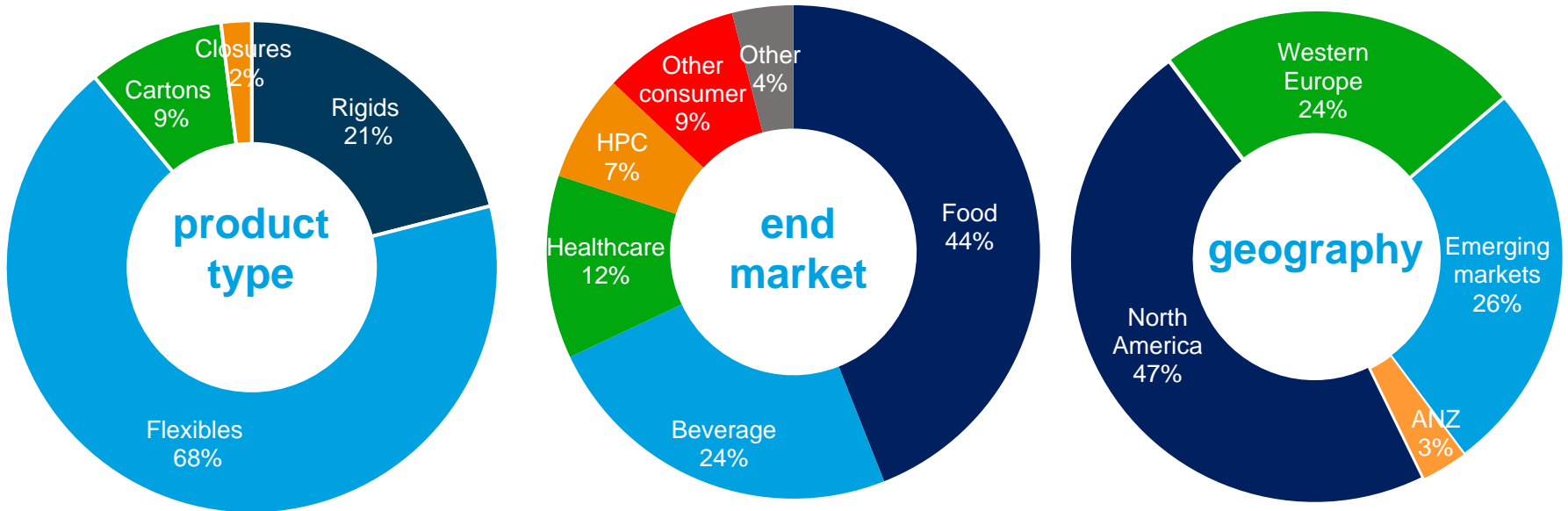
Appendix slides

2022 First Quarter results – supplementary schedules and reconciliations



Focused global portfolio

\$12.9 bn combined sales by product type, end market and geography



FX translation impact

1Q22 currency impact

Total currency impact	\$ million
Adjusted EBIT	2
Adjusted net income	2

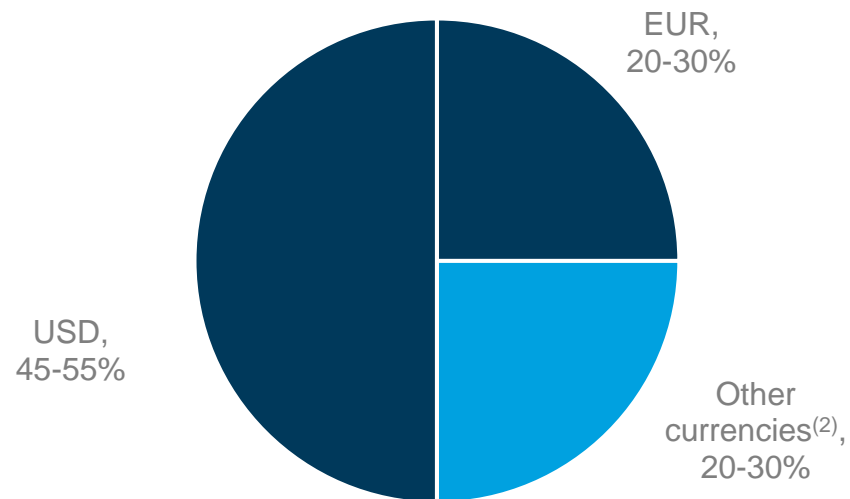
EUR:USD

Euro strengthened vs USD, Average USD to EUR rate 1Q22 0.8482 vs 1Q21 0.8558	USD million impact on FY adjusted net income
1%	1

Other currencies⁽²⁾:USD

Other currencies weighted average vs USD strengthened for 1Q22 vs 1Q21 average rates	USD million impact on FY adjusted net income
2%	1

Combined net income currency exposures⁽¹⁾



Reconciliations of non-GAAP financial measures

Reconciliation of Non-GAAP Measures

Reconciliation of adjusted Earnings before interest, tax, depreciation and amortization (EBITDA), Earnings before interest and tax (EBIT), Net income, and Earnings per share (EPS)

(\$ million)	Three Months Ended September 30, 2020				Three Months Ended September 30, 2021			
	EBITDA	EBIT	Net Income	EPS (Diluted US cents)	EBITDA	EBIT	Net Income	EPS (Diluted US cents)
Net income attributable to Amcor	198	198	198	12.6	202	202	202	13.1
Net income attributable to non-controlling interests	2	2			1	1		
Tax expense	61	61			63	63		
Interest expense, net	37	37			35	35		
Depreciation and amortization	143				146			
EBITDA, EBIT, Net income and EPS	441	298	198	12.6	447	301	202	13.1
Material restructuring and related costs	14	14	14	0.9	7	7	7	0.5
Net gain on disposals ⁽¹⁾	(9)	(9)	(9)	(0.6)	—	—	—	—
Material transaction and other costs ⁽²⁾	9	9	9	0.6	2	2	2	0.2
Material impact of hyperinflation	4	4	4	0.3	2	2	2	0.1
Property and other losses, net ⁽³⁾	—	—	—	—	28	28	28	1.8
Amortization of acquired intangibles		41	41	2.6		41	41	2.7
Tax effect of above items			(10)	(0.6)			(11)	(0.7)
Adjusted EBITDA, EBIT, Net income and EPS	460	358	247	15.8	486	381	271	17.7
Reconciliation of adjusted growth to comparable constant currency growth								
% growth - Adjusted EBITDA, EBIT, Net income, and EPS					6	6	10	12
% items affecting comparability ⁽⁴⁾					1	1	1	1
% currency impact					(1)	(1)	(1)	(1)
% comparable constant currency growth					6	7	10	12

(1) The three months ended September 30, 2020 includes \$15 million gain realized upon disposal of AMVIG and losses on disposal of other non-core businesses.

(2) Includes costs associated with the Bemis acquisition.

(3) Property and other losses, net includes property and related business losses primarily associated with the destruction of the Company's Durban, South Africa facility during general civil unrest in July 2021 net of insurance recovery deemed probable for incurred losses.

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

Reconciliations of non-GAAP financial measures

Reconciliation of adjusted EBIT by reporting segment

(\$ million)	Three Months Ended September 30, 2020				Three Months Ended September 30, 2021			
	Flexibles	Rigid Packaging	Other ⁽¹⁾	Total	Flexibles	Rigid Packaging	Other ⁽¹⁾	Total
Net income attributable to Amcor				198				202
Net income attributable to non-controlling interests				2				1
Tax expense				61				63
Interest expense, net				37				35
EBIT	258	58	(17)	298	264	59	(22)	301
Material restructuring and related costs	6	8	1	14	7	—	—	7
Net (gain) / loss on disposals ⁽²⁾	6	—	(15)	(9)	—	—	—	—
Material transaction and other costs ⁽³⁾	3	1	5	9	—	—	2	2
Material impact of hyperinflation	—	4	—	4	—	2	—	2
Property and other losses, net ⁽⁴⁾	—	—	—	—	28	—	—	28
Amortization of acquired intangibles	40	1	—	41	40	1	—	41
Adjusted EBIT	312	72	(27)	358	339	62	(20)	381
Adjusted EBIT / sales %	13.0 %	10.3 %		11.6 %	12.9 %	7.9 %		11.1 %
Reconciliation of adjusted growth to comparable constant currency growth								
% growth - Adjusted EBIT					9	(14)		6
% items affecting comparability ⁽⁵⁾					—	—		1
% currency impact					(1)	(1)		(1)
% comparable constant currency					8	(15)		7

(1) Other includes equity in income of affiliated companies, net of tax and general corporate expenses.

(2) The three months ended September 30, 2020 includes \$15 million gain realized upon disposal of AMVIG and losses on disposal of other non-core businesses.

(3) Includes costs associated with the Bemis acquisition.

(4) Property and other losses, net includes property and related business losses primarily associated with the destruction of the Company's Durban, South Africa, facility during general civil unrest in July 2021 net of insurance recovery deemed probable for incurred losses.

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

Reconciliations of non-GAAP financial measures

Reconciliations of adjusted Free Cash Flow

(\$ million)	Three Months Ended September 30,	
	2020	2021
Net cash used in operating activities	(110)	(112)
Purchase of property, plant, and equipment and other intangible assets	(114)	(145)
Proceeds from sale of property, plant, and equipment and other intangible assets	3	—
Material transaction and integration related costs	31	15
Adjusted Free Cash Flow⁽¹⁾	(190)	(242)

(1) Adjusted Free Cash Flow excludes material transaction and integration related cash costs because these cash flows are not considered to be directly related to ongoing operations.

(\$ million)	Three Months Ended September 30,	
	2020	2021
Adjusted EBITDA	460	486
Interest (paid)/received, net	(18)	1
Income tax paid	(107)	(55)
Purchase of property, plant and equipment and other intangible assets	(114)	(145)
Proceeds from sale of property, plant and equipment and other intangible assets	3	—
Movement in working capital	(416)	(512)
Other	3	(17)
Adjusted Free Cash Flow⁽¹⁾	(190)	(242)

(1) Adjusted Free Cash Flow excludes material transaction and integration related cash costs because these cash flows are not considered to be directly related to ongoing operations.

Reconciliation of net debt

(\$ million)	June 30, 2021	September 30, 2021
Cash and cash equivalents	(850)	(633)
Short-term debt	98	63
Current portion of long-term debt	5	5
Long-term debt excluding current portion of long-term debt	6,186	6,524
Net debt	5,439	5,959