



Accelerating the possible. Right now.

Elevating brands | Shaping lives | Protecting Earth

Investor presentation
September 2025

Cautionary Statement Regarding Forward-Looking Statements

Unless otherwise indicated, references to "Amcor," the "Company," "we," "our," and "us" in this document refer to Amcor plc and its consolidated subsidiaries. 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 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. 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 or if any of them do occur, what impact they will have on the business, results of operations or financial condition of Amcor. Should any risks and uncertainties develop into actual events, these developments could have a material adverse effect on Amcor's business, including the ability to successfully realize the expected benefits of the merger of Amcor and Berry Global Group, Inc. Risks and uncertainties that could cause actual results to differ from expectations include, but are not limited to: risks arising from the integration of the Amcor and Berry Global Group, Inc., ("Berry") businesses as a result of the Merger completed on April 30, 2025 (the "Transaction"); risk that the anticipated benefits of the Transaction may not be realized when expected or at all; risk of unexpected costs or expenses resulting from the Transaction; risk of further litigation related to the Transaction as two lawsuits have been filed; risk that the Transaction may have an adverse effect on our ability to retain key personnel and customers; general economic, market and social developments and conditions; evolving legal, regulatory and tax regimes under which we operate; changes in consumer demand patterns and customer requirements in numerous industries; the loss of key customers, a reduction in their production requirements, or consolidation among key customers; significant competition in the industries and regions in which we operate; an inability to expand our current business effectively through either organic growth, including product innovation, investments, or acquisitions; challenging global economic conditions; impacts of operating internationally; price fluctuations or shortages in the availability of raw materials, energy and other inputs, and the introduction of new tariffs, which could adversely affect our business; production, supply, and other commercial risks, including counterparty credit risks, which may be exacerbated in times of economic volatility; pandemics, epidemics, or other disease outbreaks; an inability to attract and retain our global executive team and our skilled workforce and manage key transitions; labor disputes and an inability to renew collective bargaining agreements at acceptable terms; physical impacts of climate change; cybersecurity risks, which could disrupt our operations or risk of loss of our sensitive business information; failures or disruptions in our information technology systems which could disrupt our operations, compromise customer, employee, supplier, and other data; a significant increase in our indebtedness or a downgrade in our credit rating could reduce our operating flexibility and increase our borrowing costs and negatively affect our financial condition and results of operations; rising interest rates that increase our borrowing costs on our variable rate indebtedness and could have other negative impacts; 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; an inability of our insurance policies, including our use of a captive insurance company, to provide adequate protection against all of the risks we face; an inability to defend our intellectual property rights or intellectual property infringement claims against us; litigation, including product liability claims or litigation related to Environmental, Social, and Governance ("ESG") matters, or regulatory developments; increasing scrutiny and changing expectations from investors, customers, suppliers, and governments with respect to our ESG practices and commitments resulting in additional costs or exposure to additional risks; changing ESG government regulations including climate-related rules; changing environmental, health, and safety laws; and changes in tax laws or changes in our geographic mix of earnings. These risks and uncertainties are supplemented by those identified from time to time in our filings with the Securities and Exchange Commission (the "SEC"), including without limitation, those described under Part I, "Item 1A - Risk Factors" in our Annual Report on Form 10-K for the fiscal year ended June 30, 2024, and as updated by our 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 EBITDA and EBITDA (calculated as earnings before interest and tax and depreciation and amortization), adjusted EBIT and EBIT (calculated as earnings before interest and tax), adjusted net income, adjusted earnings per share, adjusted free cash flow, net debt and synergies from the Merger. 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 intangible assets is excluded from non-GAAP adjusted financial measures, the revenue of the acquired entities and all other expenses unless otherwise stated, are reflected in our non-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; pension settlements; impairments in goodwill and equity method investments; material acquisition compensation and transaction costs such as due diligence expenses, professional and legal fees, financing-related expenses; 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. 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 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, certain tax related events, and difficulty in making accurate forecasts and projections in connection with the legacy Berry Global business given recency of access to all relevant information. 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.

Guided by our
values

SAFETY

CUSTOMERS

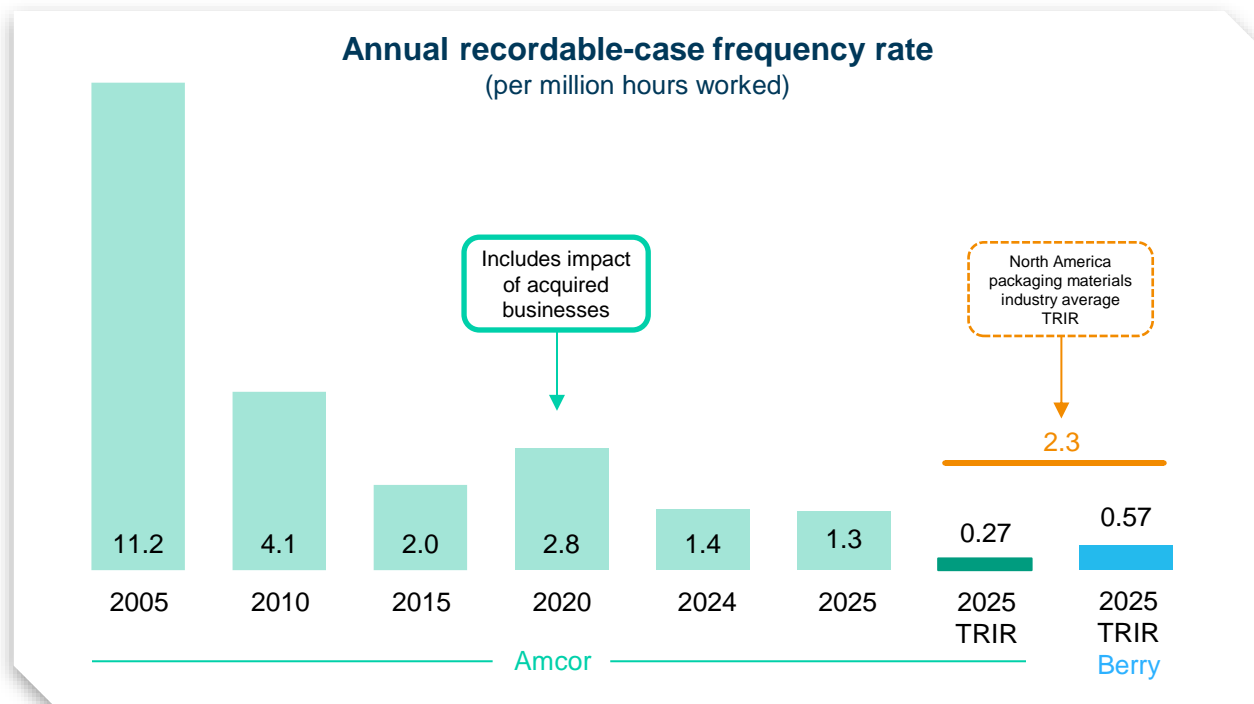
WINNING

AGILITY

SUSTAINABILITY

Safety is always our number one priority

Delivering industry leading safety performance



Notes: Amcor data, including 2025, reflects legacy Amcor business only. Berry 2025 TRIR reflects legacy Berry Global business for the months of May and June 2025. Recordable Case Frequency Rate (RCFR) expresses injuries per 1,000,000 hours worked. Graph 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. 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 2023. Source: US Bureau of Labor Statistics.

Unique opportunity
created by recent
acquisition of Berry
Global

Why Amcor? Why now..

4

1

Better Business

Stronger Company: Acquisition of Berry aligned with Amcor strategy to create the global “go-to” packaging supplier. Combination delivers enhanced capabilities, greater scale, and resilient supply chains

2

Higher Growth, Higher Margin

Accelerating Growth: Increased focus and investment in attractive end markets, innovation platforms and sustainable solutions. Opportunity to further refine portfolio to drive consistent organic volume and margin growth

3

Compelling Near-Term Accretion

Acquisition Significantly Enhances Financial Profile: \$650m of synergies through FY28 drives 30%+ cash EPS accretion. 12% accretion in FY26 before taking into account underlying business organic performance

4

Enhanced Shareholder Value Creation Model

Creating Sustainable Shareholder Value: Strong cash flow, compelling dividend and investment grade balance sheet. Long-term SHVCM improves 300bps to 13-18%

1	Stronger Company
2	Accelerating Growth
3	Acquisition Significantly Enhances Financial Profile
4	Creating Sustainable Shareholder Value

Bringing global capabilities to local brands and local access to global brands

~\$23B

Annual revenue

~\$4.3B*

Adjusted EBITDA

~ 400 / >40

Production facilities / countries

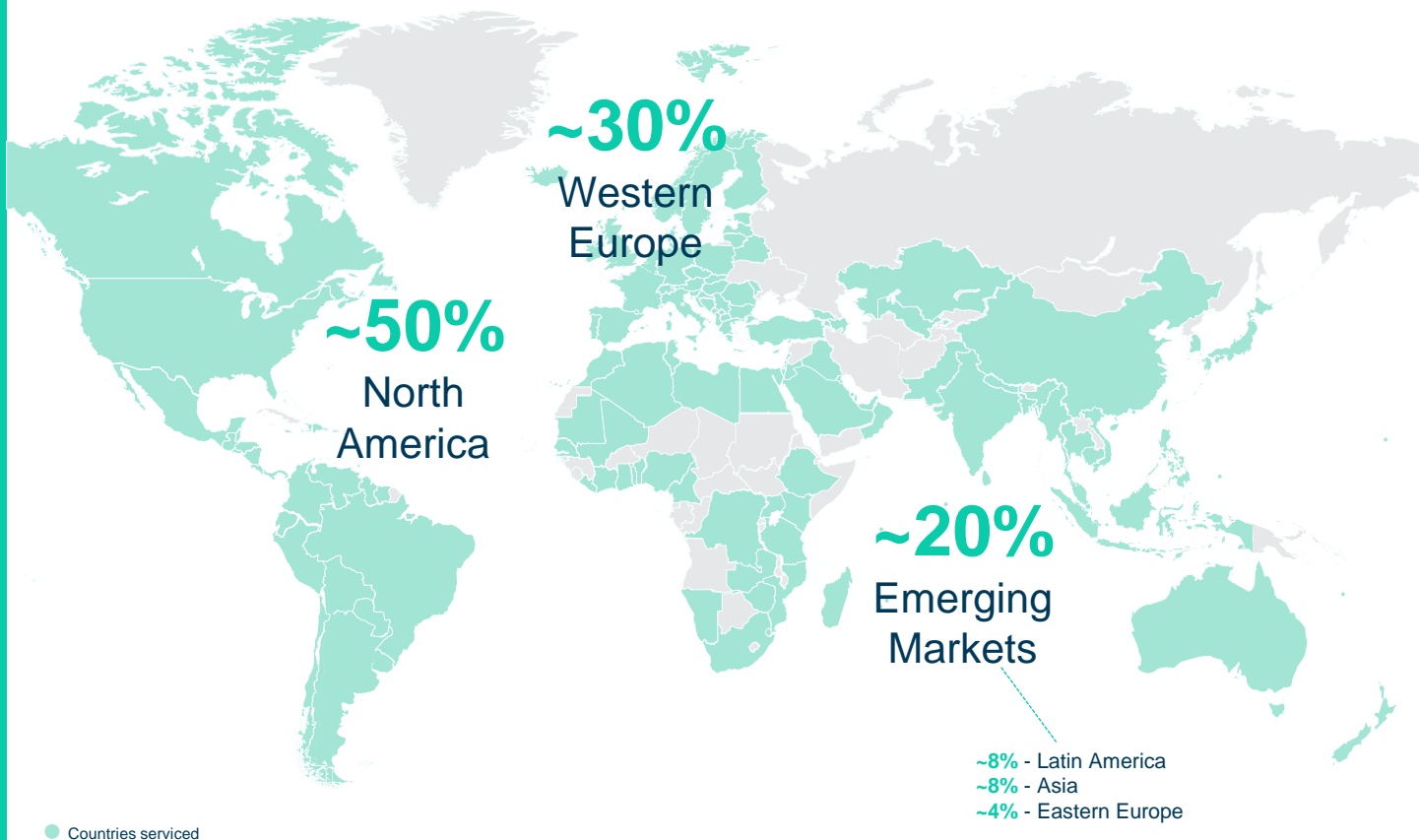
Supply chain resilience

in a dynamic world

>70,000

Global employees

Global leader in primary packaging



Note: Annual Revenue and percentages presented on an unaudited basis as if the acquisition of Berry (and Berry's disposals of its HH&S and Tapes businesses) had occurred as of July 1, 2024.

*Includes expected revenue and cost synergies

Strategic partner to world's most trusted brands

7

Consumer



Healthcare



Differentiated platform
for growth across two
strategically attractive
segments

Packaging solutions
meeting customer and
consumer needs to
protect, preserve and
promote products

Portfolio to address customer needs in consumer and healthcare

8

Global Flexible Packaging Solutions ~60%

Global Rigid Packaging Solutions ~40%

Global scale, breadth & leadership

Best-in-class innovation and
extensive IP catalogue

Multiple substrate expertise

Leader in high barrier

~\$2bn global healthcare platform

Combined ~\$3 billion Healthcare Platform

Multi-component assembly capabilities

Supply chain certainty

Best-in-class technology and R&D

Regulatory expertise

Global scale, breadth & leadership

Best in class innovation and design
capabilities

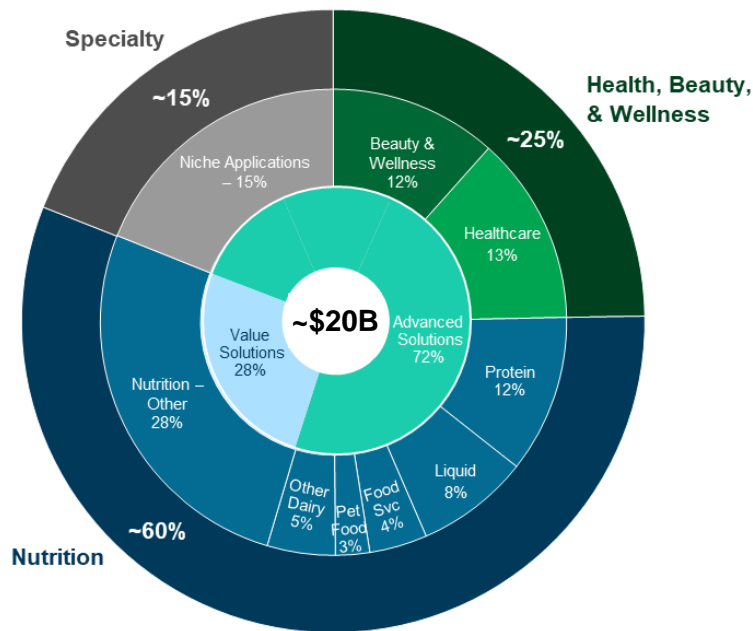
Lightweighting expertise

In house toolmaking and recycling

~\$1bn global healthcare platform



Portfolio review identifies ~\$20bn core portfolio - Global Leader in consumer packaging and dispensing solutions for Nutrition and Health



~\$20 billion revenue core portfolio:

Where we play

Leading positions in large, resilient and growing end markets

~75% in more innovative Advanced Solutions platforms

~50% focused on high growth, high margin categories

End markets with significant room for growth

How we win

Expanded multi-format product offering

Unmatched material science, technical and sustainability capabilities

Global scale and breadth for supply chain flexibility and resilience

Capacity to reinvest

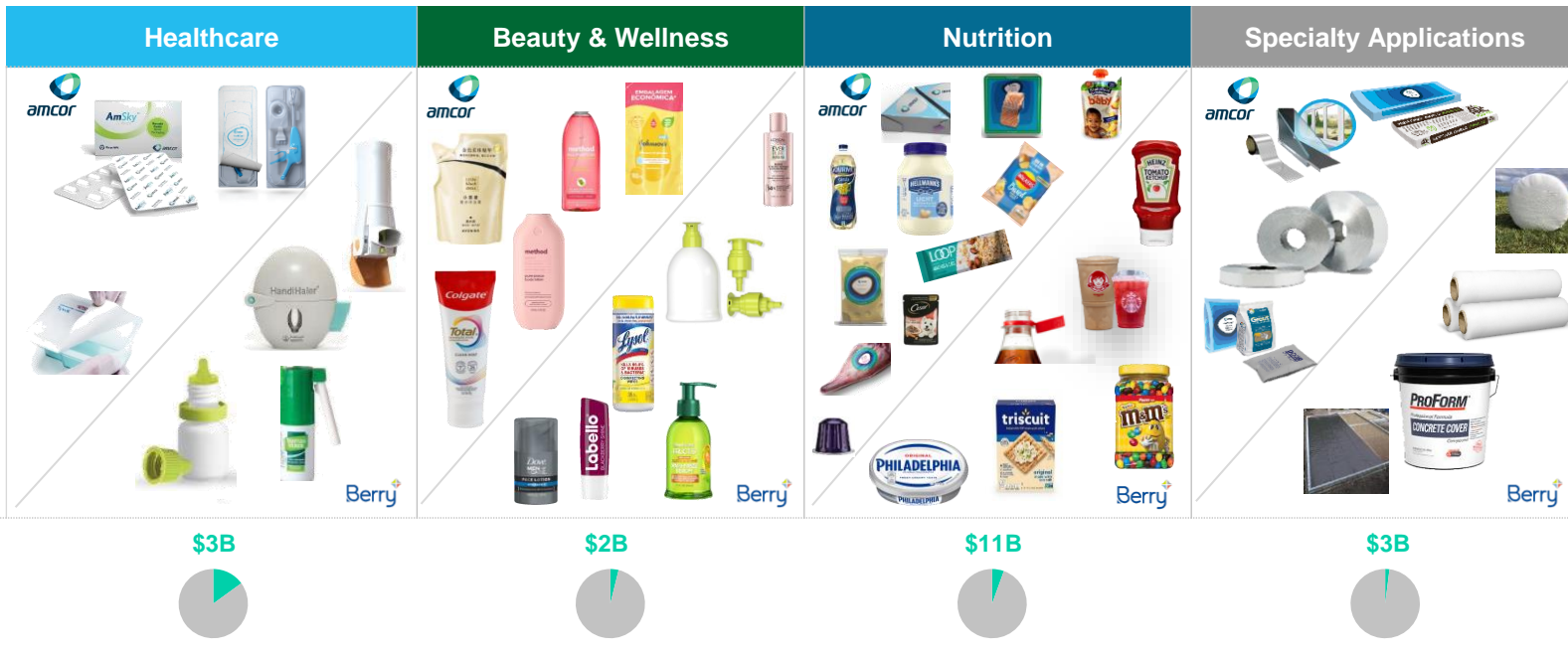
Significant room for value-creating growth in attractive end markets



Note: Outcome of portfolio review announced 14 August 2025, including businesses with combined sales of ~\$2.5 billion which are less well aligned with the core portfolio. Refer slide 17 for further information

Unique multi-format product offering with room to grow

Expanded and uniquely positioned Flexible and Rigid Packaging Solutions product offering



¹ Amcor revenue reflects management estimate of combined revenue for legacy Amcor and legacy Berry for FY2025. Total addressable market per leading consulting firm estimates.

1	Stronger Company
2	Accelerating Growth
3	Acquisition Significantly Enhances Financial Profile
4	Creating Sustainable Shareholder Value

~50% of core portfolio focused on six high-growth, high margin categories. Supplying highly differentiated solutions



	Healthcare	Beauty and Wellness	Pet Food	Foodservice	Liquids	Protein
Key growth drivers	Anti-counterfeiting	Social media influence	Humanization and premiumization	On-the-go, convenient consumption	Organic food safety	Food safety and fresh protein consumption
	Aging population and increased access	Personalization	Demand for eco-friendly products	Affordability and accessibility	More sustainable formats (recyclability, PCR, lightweighting)	Customer automation
	Regulatory expertise	More sustainable formats (fiber, recyclability, PCR, refillable)	Organic, natural, and fresh pet food	More sustainable formats (fiber, recyclability, PCR)	Convenient consumption	More sustainable formats (recyclability, PCR)
Category Growth ¹	5-7%	3-4%	5-6%	4-5%	3-4%	3-4%

Enabling customers to expand globally with strengthened platform in higher growth emerging markets

Significant Emerging Markets coverage accelerates growth opportunities



	Asia	Latin America	Eastern Europe
Combined Revenue	~\$2 billion	~\$2 billion	~\$1 billion
Site Locations Amcor Berry	31 12	48 3	9 12

Select growth opportunities



Berry's advanced containers and healthcare solutions...



...in LatAm using Amcor's localized go-to-market expertise



Leverage Amcor's product launch capabilities



...and Berry's Asian healthcare site capacity to increase sales

Note: Estimated combined Revenues as LTM 30-Sep-2024.

Unprecedented
innovation expertise
and investment to
solve customers and
consumers most
challenging problems

Innovation capabilities to revolutionize product development

14

\$180 million

Annual R&D spend

10

Innovation centers worldwide

>1,500

R&D professionals

7,000+

Patents, registered
designs, and trademarks



AI-enabled design, research, and technologies



Leading scientific expertise in multi-material



Consumer-insight driven innovation through Catalyst™



Corporate venturing platform

Design for recyclability



AmSky™ Blister System is PVC- and aluminum-free, making it recycle-ready in PE film and rigid HDPE recycling streams



Dispensing trigger pump sprayer made from fully recyclable plastic components

Lightweighting



AmPrima® recycle ready pouch with 75% reduction in packaging weight



Slimline lightweight tube closure among the lightest solutions available

PCR



AmFiniti™ enables food grade packaging with 80% recycled content



Total container system with 100% post-consumer resin content

Fiber



AmFiber® delivers unique high barrier paper-based solutions for a broad range of applications



Three-dimensional molded fiber packaging solutions with lidding and liner

Lower carbon footprint



AmPrima® recycle ready solution with 68% reduction of emissions compared to traditional alternatives



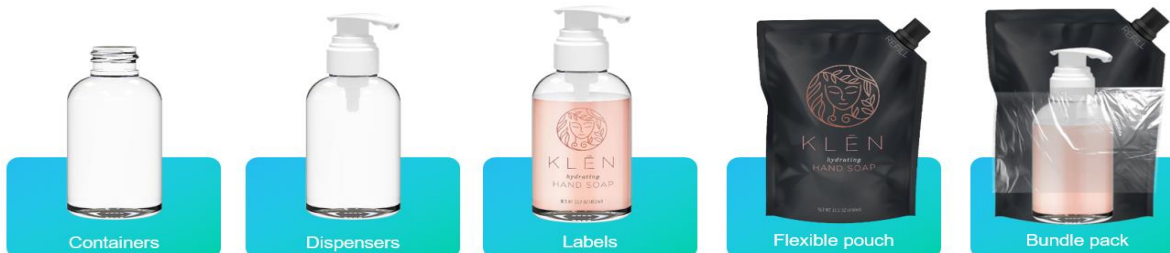
100% sugarcane-based bottle with significant reduction of emissions and reduced water use

Complementary materials science expertise accelerates the development of more sustainable solutions

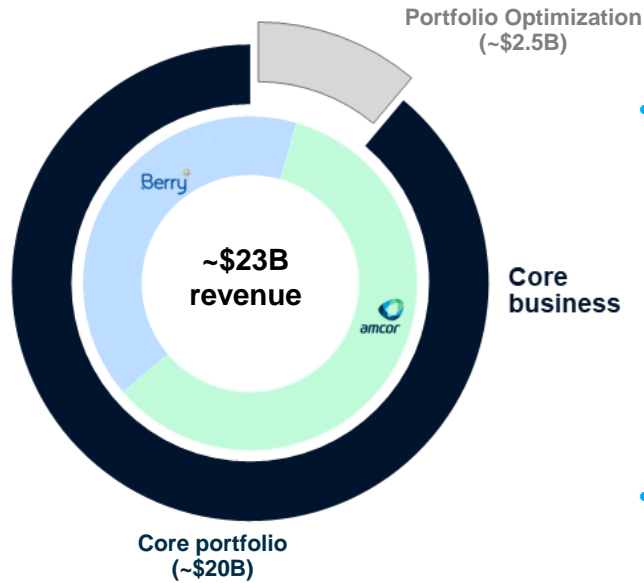
Growth synergies unlocked through complementary portfolio

\$60M EBIT from \$280M of revenue growth expected in FY28

Select growth opportunities



Identified portfolio optimization actions



- Combined sales of \$2.5 billion, including:
 - North America Beverage business. ~\$1.5 billion sales
 - Smaller businesses with combined sales of ~\$1 billion
 - Businesses less aligned with one or more core portfolio attributes including:
 - Attractive growth & margin profile
 - Industry structure
 - Scale & leadership
- Exploring alternatives to maximize value, which may include restructuring, partnership and joint venture ownership models, cash sale or a combination thereof
- Actions initiated. While no definitive timeline, some progress expected in fiscal 2026
 - Will remain disciplined and focused on maximizing value

Portfolio optimization improves focus and drives faster growth

1	Stronger Company
2	Accelerating Growth
3	Acquisition Significantly Enhances Financial Profile
4	Creating Sustainable Shareholder Value

Combination
significantly enhances
financial profile

300+ bps

EBITDA margin expansion¹

~\$180 million

Annual R&D investment

\$3+ billion

Annual Cash Flow^{1, 2, 3}

Highly attractive combined financial profile

19

	Amcor	Berry	(+) Synergies ¹	Combined
Revenue (\$ in billions)	\$13.6	\$9.7	\$0.3	\$23.3
EBITDA (\$ in billions)	\$2.0	\$1.7	\$0.6	\$4.3
% Margin	15%	17%	-	18%
R&D Investment (\$ in millions)	\$100	\$80	-	\$180

Commitment to investment grade credit rating and annual Dividend Per Share growth

Note: Data as disclosed in S4 documentation filed with the SEC. Reflects combined LTM 30-Sep-2024.

¹ Includes run-rate synergies by the end of year 3. Includes \$530 million in run-rate cost synergies and \$60 million earnings impact from \$280 million in incremental growth synergies. \$280 million in growth synergies expected to build to \$400+ million by year 4. ² Cash flow and Adj. Cash EPS include \$60 million in additional financial synergies by year 3.

³ Defined as combined operating cash flow including run-rate synergies, after interest and tax, before capital expenditures. ⁴ Accretion inclusive of run-rate impact of synergies and is relative to Amcor's LTM 30-Sep-2024 standalone EPS.

Creating clear and sustainable financial value expected across a number of dimensions

\$650 million of synergies¹ and additional \$280 million of one-time cash benefits

Over 30% adjusted cash EPS accretion²

Double-Digit return on investment³

Revenue growth above market, accelerating by at least 1%

Unlock further opportunities to refine portfolio and enhance focus on growth categories

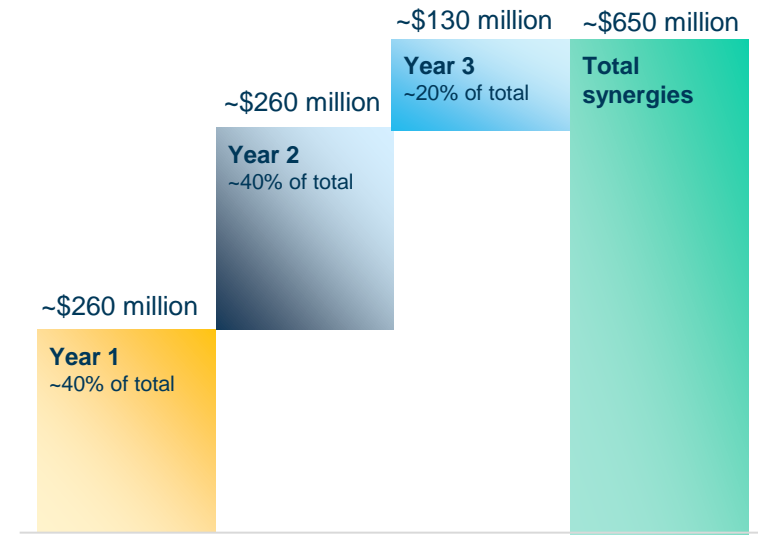
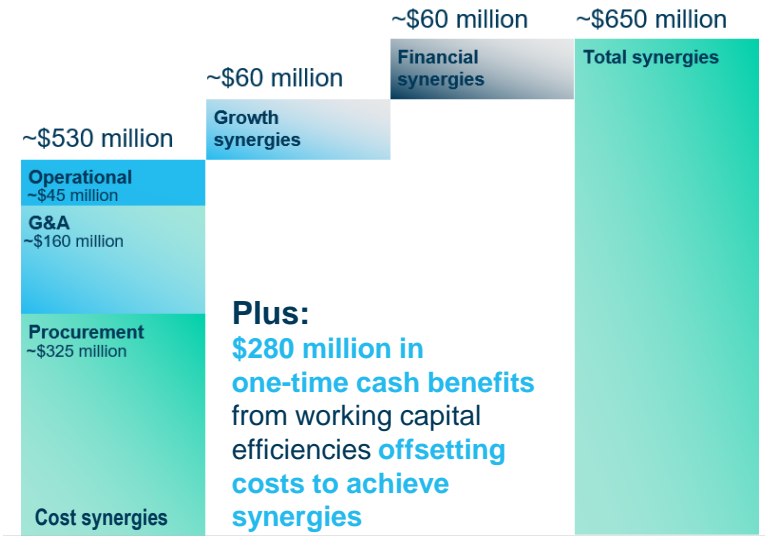
Enhance long-term Shareholder Value Creation Model from 10-15% to 13-18%

¹ By the end of year 3. Includes \$530 million in run-rate cost synergies, \$60 million earnings impact from \$280 million in incremental growth synergies, and \$60 million in financial synergies by year 3. \$280 million in growth synergies expected to build to \$400+ million by year 4. ² Accretion inclusive of run-rate impact of synergies and is relative to Amcor's LTM 30-Sep-2024 standalone EPS. ³ Return on investment after three years calculated as synergized adjusted EBIT divided by transaction enterprise value including transaction fees and cost to achieve synergies (based on Amcor share price on day prior to announcement of transaction).

Synergy expectations reaffirmed – total of \$650 million expected by year 3

Sources of synergy benefits identified and delivery not dependent on macro environment

Reaffirmed \$260 million synergy benefits expected in fiscal 2026



1	Stronger Company
2	Accelerating Growth
3	Acquisition Significantly Enhances Financial Profile
4	Creating Sustainable Shareholder Value

Merger with Berry will deliver significant uplift in long-term Shareholder Value Creation Model

Accelerated growth platform

\$3+ billion annual cash flow¹

Continue to grow dividend per share

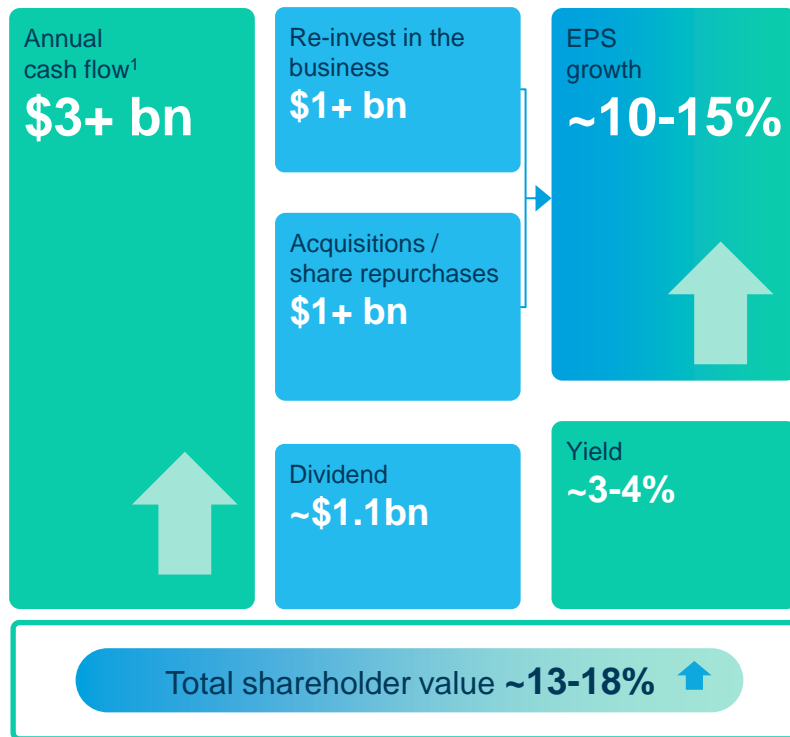
Ability to pursue accretive M&A and/or share repurchases

Amcor historic model



Total shareholder value ~10-15%

Amcor new model



Note: Reflects long-term estimates. ¹ Defined as combined operating cash flow including run-rate synergies, after interest and tax, before capital expenditures.

Unique opportunity
created by recent
acquisition of Berry
Global

Why Amcor? Why now..

1

Better Business

Stronger Company: Acquisition of Berry aligned with Amcor strategy to create the global “go-to” packaging supplier. Combination delivers enhanced capabilities, greater scale, and resilient supply chains

2

Higher Growth, Higher Margin

Accelerating Growth: Increased focus and investment in attractive end markets, innovation platforms and sustainable solutions. Opportunity to further refine portfolio to drive consistent organic volume and margin growth

3

Compelling Near-Term Accretion

Acquisition Significantly Enhances Financial Profile: \$650m of synergies through FY28 drives 30%+ cash EPS accretion. 12% accretion in FY26 before taking into account underlying business organic performance

4

Enhanced Shareholder Value Creation Model

Creating Sustainable Shareholder Value: Strong cash flow, compelling dividend and investment grade balance sheet. Long-term SHVCM improves 300bps to 13-18%



Elevating brands



Shaping lives



Protecting Earth



amcor

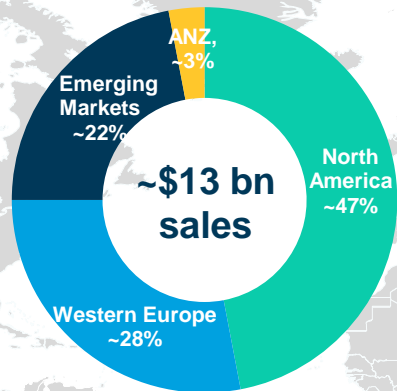
Accelerating the possible.

Right now.

Appendix

GLOBAL FLEXIBLE PACKAGING SOLUTIONS

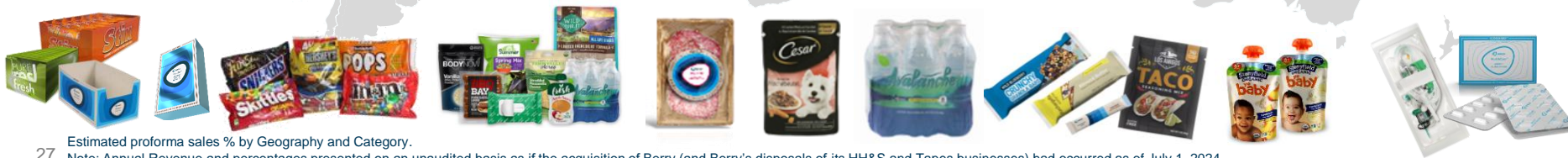
Our Global Flexible Packaging Solutions segment develops and supplies flexible and film packaging globally for food and beverage, medical and pharmaceutical, personal care, and other industries. With approximately 42,000 employees at ~210 manufacturing and support facilities in 36 countries, the Global Flexible Packaging Solutions segment is one of the world's largest suppliers of polymer resin, aluminum, and fiber-based flexible packaging.



Plants	Countries	Employees
~210	36	~42,000

Flexible Packaging Formats

- Printed/unprinted film
- Foil and fiber
- Pouches
- Bags
- Trays



Estimated proforma sales % by Geography and Category.

Note: Annual Revenue and percentages presented on an unaudited basis as if the acquisition of Berry (and Berry's disposals of its HH&S and Tapes businesses) had occurred as of July 1, 2024.

~\$10 bn sales

Region	Percentage
North America	~58%
Western Europe	~27%
Emerging markets	~15%

Rigid Packaging Formats

- Trigger Sprays
- Drug delivery devices
- Dispensing solutions
- Drink cups
- Speciality containers

Plants	Countries	Employees
~215	34	~34,000



Estimated proforma sales % by Geography and Category.