Fiscal 2026 Fourth Quarter Results

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Chief Executive Officer

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Chief Financial Officer

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Disclaimers and Notes

Cautionary statements 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. 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 in numerous industries; risk of 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; risk of integrating acquisitions and achieving the financial and other results and benefits anticipated at the time of acquisition; risk that the strategic review of our portfolio may cause disruptions to our business or may not result in completion of a transaction to restructure or divest non-core businesses or may not create additional value for our shareholders; an inability to expand our current business effectively through either organic growth, including product innovation, investments, or acquisitions; challenging global economic conditions, including impacts from the Middle East conflict; impacts of operating internationally; price fluctuations or shortages in the availability of raw materials, energy and other inputs, which could adversely affect our business; production, supply, and other commercial risks, including those resulting from geopolitical conflicts and counterparty credit risks, which may be exacerbated in times of economic volatility; pandemics, epidemics, or other disease outbreaks; an inability to attract, develop, and retain 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; significant disruption at a key manufacturing facility; 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; risk that the use of artificial intelligence could adversely affect our business and financial results; risk that the Company's significant indebtedness may limit its flexibility and increase its borrowing costs; 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 key operational 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; changes in tax laws or changes in our geographic mix of earnings; and changes in trade policy, including tariff and custom regulations or failure to comply with such regulations. 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, 2025, 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, 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 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 CEO and CFO transition; and impacts related to the Russia-Ukraine conflict and conflict in the Middle East.

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's outlook and guidance do not contemplate the impact of any potential portfolio optimization actions, including acquisitions, divestitures, or other portfolio actions, that have not been publicly announced as of the date of this release. 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. Reconciliations of the six months ended December 31, 2026 ('Transition Period') projected non-GAAP measures are not included herein because the individual components are not known with certainty as individual financial statements for the Transition Period have not been completed.

Guided by Our Values

SAFETY

CUSTOMERS

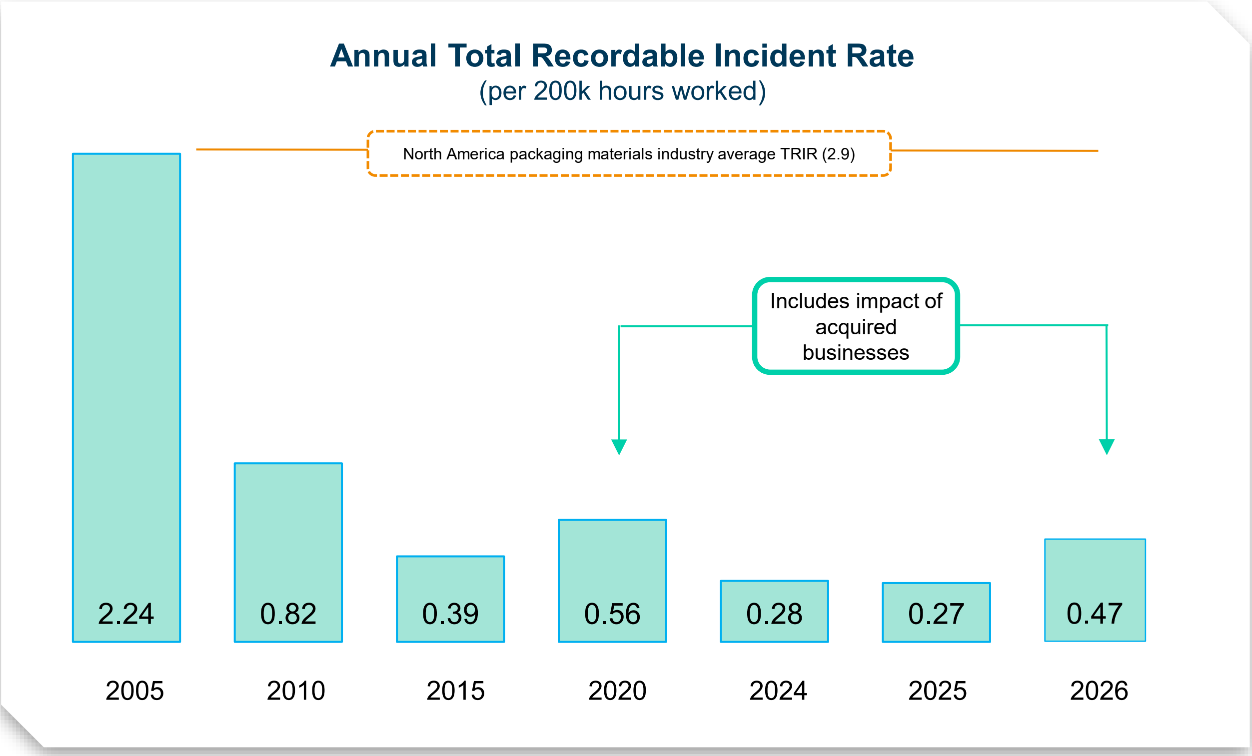
WINNING

AGILITY

SUSTAINABILITY

Upholding Safety as a Core Value

Industry Leading Safety Performance; Focus on Continuous Improvement



Notes: Total Recordable Incident Rate (TRIR) expresses injuries per 200,000 hours worked, as outlined by the Department of Labor (DOL). Amcor adheres to DOL injury and illness recordkeeping requirements (29 CFR 1904) and the Company TRIR is among industry leaders in context of the paper, plastic and rubber products manufacturing industries.

Key Messages

1. **Strong Q4 Operating Performance in a Challenging Macro Environment**
   - Q4 Adjusted EPS of $1.23, up 23% YOY; Fiscal 26 Adjusted EPS of $4.02, up 13% YOY
   - Organic volume growth of ~0.5%, with ~2% sequential improvement from Q3
   - Fully mitigated significant input cost inflation due to Middle East conflict
2. **Synergies Pacing Ahead of Year One Expectations; $650 Million Three-Year Target Reaffirmed**
   - Q4 synergies $115 million; Fiscal 26 synergies $285 million, 10% ahead of initial Year One expectations
3. **Portfolio Optimization Actions Continue to Progress**
   - Q4 non-core business performance improved year-over-year
4. **Outlook**
   - Six months ended December 31, 2026 (Fiscal year-end change, 'Transition Period')
     - Adjusted EPS of $1.80 to $1.90

Looking Ahead to Calendar Year 2027

Momentum Building Across a Stronger Core Business

- Synergies: Expect all actions to be completed by year-end; majority of $650M target achieved
- Expect organic volume growth, leveraging transformative acquisition
  - Expanded product offering and global reach
  - Leadership in innovation and sustainability unlocking differentiated customer solutions
  - >50% of portfolio in attractive focus categories

Line of Sight

- Delivering double-digit adjusted EPS growth
- Targeting leverage of ~3.0x by year-end, while modestly growing the dividend

Strong Q4 and FY 26 Financial Performance

Fourth Quarter and Year-to-Date Financial Highlights

	Net Sales	Adjusted EBITDA	Adjusted EBIT	Adjusted EPS	Free Cash Flow
Q4 FY2026	**$6.4b**	**$1,045m** 16.3% margin	**$836m** 13.1% margin	**$1.23** +23%	**$1.4b**
FY26	**$23.5b**	**$3,673m** 15.6% margin	**$2,813m** 12.0% margin	**$4.02** +13%	**$1.3b**

Quarterly dividend of $0.65 per share declared; 2% increase vs. prior year

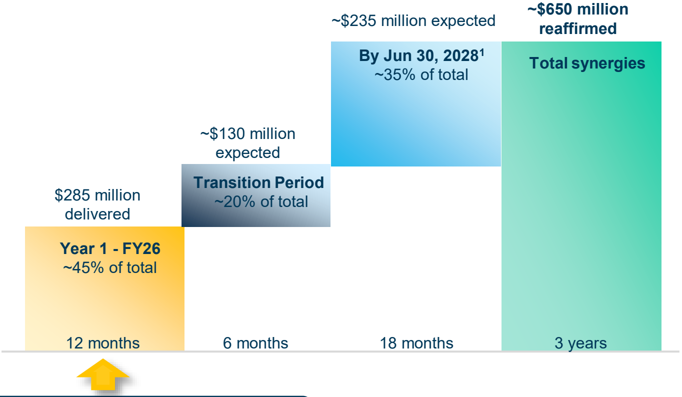
Notes: EPS for all prior periods have been retroactively adjusted to reflect the 1 for 5 reverse stock split effected on January 14, 2026. EBITDA, EBIT and related margins and EPS presented on an adjusted non-GAAP basis. Adjusted non-GAAP measures exclude items which are not considered representative of ongoing operations. Further details related to non-GAAP measures can be found on 'Reconciliations of Non-GAAP Financial Measures' slides in the appendix section.

Synergies Tracking Ahead of Expectations

Growth Synergies

- New business awards to date of ~$140m, half of $280m 3yr goal
- Winning by bringing together highly complementary product portfolios
- Leveraging innovation platforms across a range of formats and materials
- New opportunities that neither legacy company could have accessed independently

$650 Million Target Reaffirmed



~10% ahead of original $260m Year One expectations

Q4 FY2026: ~$115 million

- Exceeded Expectations
- Financial ~$15 million
- G&A, Procurement & Growth ~$100 million

FY2026: ~$285 million

- Financial ~$45 million
- G&A, Procurement & Growth ~$240 million

Transition Period: ~$130 million

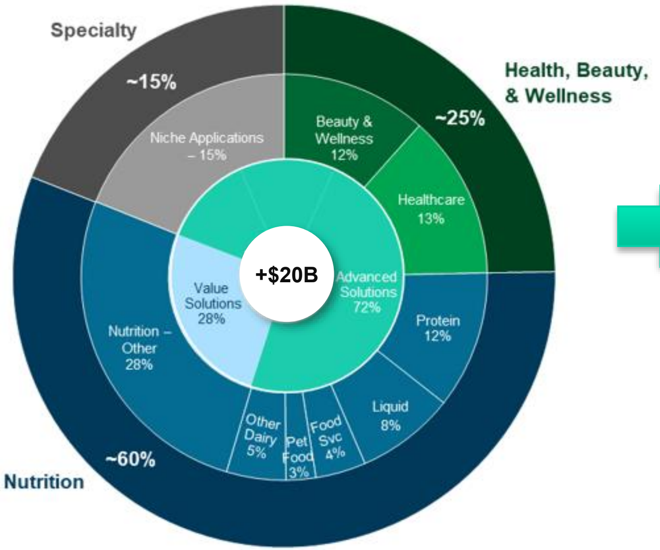
- Financial ~$20 million
- EBIT ~$110 million

Notes: Synergies referenced on a pre-tax basis. 1) Three years following the closing of acquisition of Berry Global.

Sustained Earnings Growth and Strong Margins in Core Portfolio

Estimated Core Portfolio Performance vs Total Company

Global Leader In Consumer Packaging and Dispensing Solutions For Nutrition and Health



4Q26	Core Portfolio	Total Company (incl non-core)
Net sales	**~$5.7bn**	$6.4bn
Volume Growth[1]	**~0.5%**	~0.5%
EBIT Margin %	**~13.6%**	13.1%
EBIT $ Growth[1]	**~20%**	~22%

FY26	Core Portfolio	Total Company (incl non-core)
Net sales	**~$20.9bn**	$23.5bn
Volume Growth[1]	**~(1.0%)**	~(1.5%)
EBIT Margin %	**~12.7%**	12.0%
EBIT $ Growth[1]	**~8%**	~7%

Notes: EBITDA and EBIT margins presented on an adjusted non-GAAP basis. Adjusted non-GAAP measures exclude items which are not considered representative of ongoing operations. (1) Growth rates reflect estimated year over year performance compared with adjusted EBIT and volumes for the combined legacy Amcor and legacy Berry businesses for the same period last year and excluding non-core and divested businesses for Core Portfolio performance. Further details can be found on 'Reconciliations of Non-GAAP Financial Measures' slides in the appendix section.

Global Flexible Packaging Solutions

Comparable Adjusted EBIT Up ~18%: Synergies, Organic Volume Growth and Productivity

Q4 FY2026 Reported Results vs Prior Year

Net sales up 18% or $531 million
- Acquisitions drove growth of $297 million or 10%
- Pass through of higher raw material costs primarily drove balance of growth

Adjusted EBIT up 23% or $98 million
- Acquisitions drove growth of $31 million or 7%
- Synergies and organic growth drove balance of growth

Estimated Comparable Q4 FY2026 Results vs Prior Year[1]

- Net sales up ~8%; Volume up ~1%
- Adjusted EBIT up ~18%
  - Synergies drove strong EBIT growth of ~12%
  - Organic volume growth & productivity drove balance

Reported Result $m	4Q25	4Q26	Reported ∆	CC ∆
Net sales	2,994	3,525	+18%	+16%
Adjusted EBIT	435	533	+23%	+20%
Adjusted EBIT margin	14.5%	15.1%		

Reported Result $m	FY25	FY26	Reported ∆	CC ∆
Net sales	10,066	12,829	+27%	+24%
Adjusted EBIT	1,398	1,789	+28%	+26%
Adjusted EBIT margin	13.9%	13.9%		

Notes: The Global Flexible Packaging Solutions segment includes Amcor's legacy Flexible Packaging business and the acquired Berry Global Flexibles businesses. CC refers to Constant Currency. Adjusted EBIT presented on a non-GAAP basis and exclude items which are not considered representative of ongoing operations.
(1) Volume and Adjusted EBIT reflects performance compared with estimated volumes and adjusted EBIT for the combined legacy Amcor and legacy Berry businesses for the same period last year, excluding divested businesses. Further details related to non-GAAP measures, CC growth and performance ex non-core businesses can be found on 'Reconciliations of Non-GAAP Financial Measures' slides in the appendix section. Prior-year LATAM results have been comparatively restated; refer to the reconciliation tables in the appendix.

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Global Rigid Packaging Solutions

Comparable Adjusted EBIT Up ~24%: Synergies, Organic Volume Growth and Productivity

Q4 FY2026 Reported Results vs Prior Year

Net sales up 38% or $785 million

- Acquisitions drove growth of $665 million or 32%
- Pass through of higher raw material costs primarily drove balance of growth

Adjusted EBIT up 61% or $133 million

- Acquisitions drove growth of $52 million of 24%
- Synergies, organic growth and non-core business improvement drove balance of growth

Reported Result $m	4Q25	4Q26	Reported ∆	CC ∆
Net sales	2,088	2,873	+38%	+35%
Adjusted EBIT	219	352	+61%	+57%
Adjusted EBIT margin	10.5%	12.3%		

Reported Result $m	FY25	FY26	Reported ∆	CC ∆
Net sales	4,943	10,677	+116%	+110%
Adjusted EBIT	435	1,176	+170%	+161%
Adjusted EBIT margin	8.8%	11.0%		

Estimated Comparable Q4 FY2026 Results vs Prior Year Excluding Non-core Businesses[1]

- Net sales up ~7%; Volume up ~0.5%
- Adjusted EBIT up ~24%; Adjusted EBIT margin of 13.3%
  - Synergies drove EBIT growth of ~19%
  - Organic volume growth & productivity drove balance

Notes: The Global Rigid Packaging Solutions segment includes Amcor's legacy Rigid Packaging business and the acquired Berry Global Consumer Packaging International and Consumer Packaging North America businesses. CC refers to Constant Currency. Adjusted EBIT presented on a non-GAAP basis and exclude items which are not considered representative of ongoing operations.
(1) Volume and Adjusted EBIT reflects performance compared with estimated volumes and adjusted EBIT for the combined legacy Amcor and legacy Berry businesses for the same period last year, excluding divested businesses. Further details related to non-GAAP measures, CC growth and performance ex non-core businesses can be found on 'Reconciliations of Non-GAAP Financial Measures' slides in the appendix section.
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FY26 Free Cash Flow and Leverage

Cash flow ($ million)	FY25	FY26
Adjusted EBITDA	**2,186**	**3,673**
Interest and tax payments, net	(576)	(1,000)
Capital expenditure	(580)	(922)
Movement in working capital	34	(50)
Other	(138)	(108)
Adjusted Free Cash Flow	**926**	**1,593**
Berry transaction, restructuring and integration costs[1]		**(290)**
Free Cash Flow	**926**	**1,303**

Balance sheet	June 30, 2026
Net debt ($ million)	$12,897
Leverage	3.5x

FY2026:

- Free Cash Flow of $1.3 billion, below expectations due to higher-than-expected working capital impact related to Middle East conflict and timing of integration costs[1]
- Expect to recover the cash flow impact from the Middle East conflict and timing of integration costs totaling >$500M over the next 12 months[1]
- Leverage of 3.5x in line with expectations
- Committed to investment grade credit rating

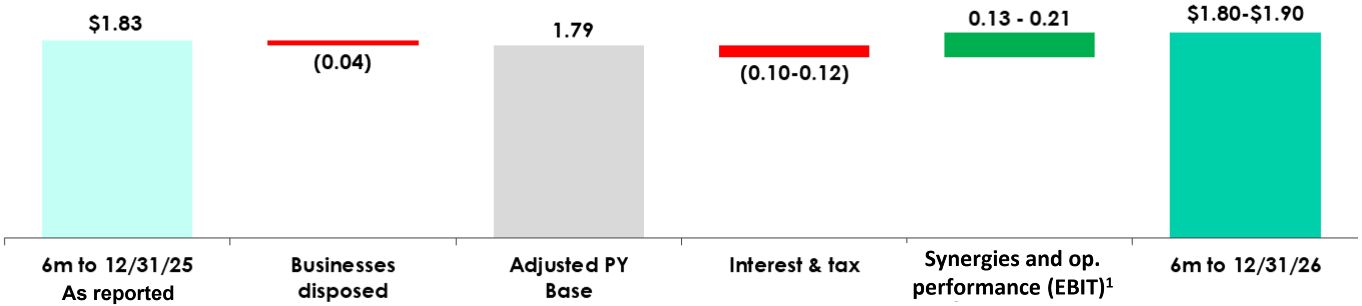
Notes: Non-GAAP measures, including Adjusted EBITDA and Adjusted Free Cash Flow exclude items which are not considered representative of ongoing operations. Further details related to non-GAAP measures can be found on 'Reconciliations of Non-GAAP Financial Measures' slides in the appendix section. Leverage calculated as Net debt divided by LTM Adjusted EBITDA plus share-based compensation. 1) Includes approximately $130 million transaction costs and approximately $160 million restructuring and integration costs. Continue to expect total restructuring and integration costs of $280 million.

Outlook

Amcor will have a six-month reporting period from July 1, 2026, through December 31, 2026, the “Transition Period”, as part of transitioning from a previously announced June 30 to December 31 year-end

Transition Period	
Adjusted EPS	**$1.80 to $1.90**
Leverage on December 31, 2026	**3.5x - 3.6x**

Double-digit adjusted EPS growth at mid-point from synergies and operating performance more than offsets interest and tax headwinds



1) Includes EBIT synergies, underlying operating performance, and lower depreciation expense partly offset by incentive compensation, net of tax.
Refer to slide 16 for Supplemental Guidance information. Leverage calculated as Net Debt divided by Adjusted EBITDA plus share-based compensation. Outlook comments do not take into account the impact of potential portfolio optimization actions not announced to date. Outlook contemplates a range of factors, including ongoing geopolitical developments, which create a higher degree of uncertainty and additional complexity when estimating future financial results and actual results could vary materially. Reconciliations of projected non-GAAP measures are not included herein because the individual components are not known with certainty as individual financial statements for the periods referenced have not been completed. Refer to slide 2 for further information.

Key Messages

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   - Six months ended December 31, 2026 (Fiscal year-end change, “Transition Period”)
     - Adjusted EPS of $1.80 to $1.90

Appendix

Supplementary schedules and reconciliations

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Uniquely Positioned; Mitigating Impact of Middle East Conflict

Ensuring Reliable Customer Supply

- No operations in the Middle East
- Minimal direct polymer sourcing from the Middle East
- Diversified global supply base and supplier relationships
- Technical capabilities to reformulate & requalify quickly
- Diversified & flexible global plant network

Actions taken:

- Elected to hold more inventory at higher costs than initially assumed in Q4 26. Temporary working capital impact across inventories and receivables.

Proactively Managing Input Cost Volatility

- Inflation pass-through mechanisms
- Input cost inflation above historical norms
- Strong track record in mitigating significant inflation

Actions taken:

- Co-ordinated response across procurement, operations and sales functions
- Responsible cost and price management

No material impact in Q4 26 on Adjusted EPS, and none expected during Transition Period

Supplemental Guidance

Transition Period (Six months ended December 31, 2026)	Current expectation
Adjusted Depreciation & Amortization	~$400-$440 million
Adjusted net interest expense	~$300-$320 million
Effective tax rate	~18-20%
Capital expenditures	~$575-$625 million

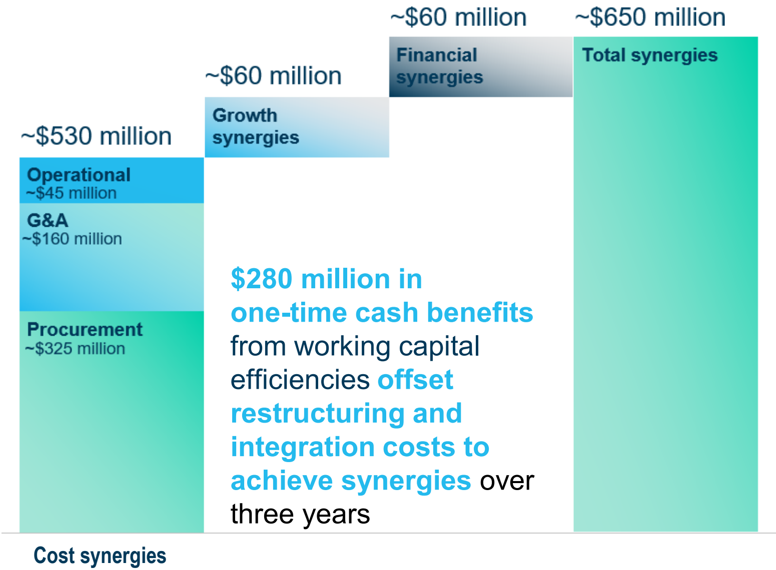
Three months ended September 30, 2026	Current expectation
Adjusted EPS	~$0.92 - $0.98

Current expectations outlined above do not take into account the impact of potential portfolio optimization actions not announced to date.

Current expectations contemplate a range of factors, including ongoing geopolitical developments, which create a higher degree of uncertainty and additional complexity when estimating future financial results, and actual results could vary materially. Reconciliations of projected non-GAAP measures are not included herein because the individual components are not known with certainty as individual financial statements for the periods referenced have not been completed. Refer to slide 2 for further information.

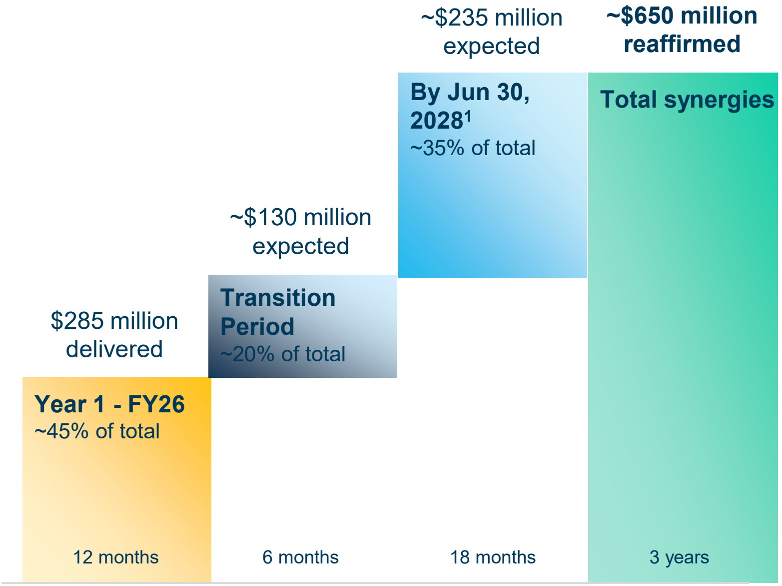
Total $650M in Synergies Expected By End of Year 3

Synergy Expectations By Category



$280 million in one-time cash benefits from working capital efficiencies **offset restructuring and integration costs to achieve synergies** over three years

Synergy Expectations By Year



~10% ahead of original $260 million Year One expectations

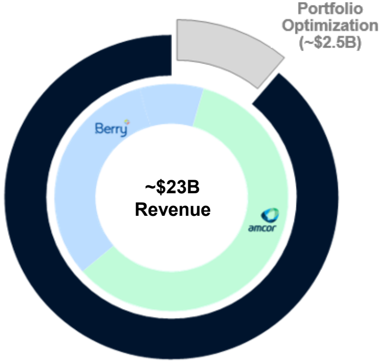
Notes: Synergies referenced on a pre-tax basis. 1) Three years following the closing of acquisition of Berry Global.

Portfolio Optimization, Growth Synergies, Focus Categories Drive Growth

Critical Drivers of Growth

Portfolio Optimization
Sharpen focus on integrating and growing core businesses

✓ Agreements to sell six businesses with total transaction value of ~$500m. Five closed.



Growth Synergies
$280m revenue; **$60m** (pre-tax) earnings by year three

✓ Acquisition driven wins of ~$140m revenue (annualized) to date


Blister system
+
Jar & closure

Jars
+
closure

rigid pod
+
capsule lid

Focus Categories
>50% of core portfolio in six high growth, high margin categories


Healthcare	Beauty and Wellness


Pet Food	Foodservice


Liquids	Protein

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Amcor and Berry combination will deliver significant uplift in long-term Shareholder Value Creation Model

Accelerated Growth platform

$3+ Billion Annual Cash Flow[1]

Continue to Grow Dividend Per Share

Ability to Pursue Accretive M&A and/or Share Repurchases

Amcor Legacy Model

Annual cash flow **~$1.5bn**

Re-invest in the business **~$500-600m**

Acquisitions / share repurchases **~$300-400m**

Dividend **~$750m**

EPS growth **~5-10%**

Historical yield **~4-5%**

Total shareholder value **~10-15%**

Current Model

Annual cash flow[1] **$3+ bn**

Re-invest in the business **$1+ bn**

Balance Sheet / Acquisitions / Share Repurchases **$1+ bn**

Dividend **~$1.1bn**

EPS growth **~10-15%**

Yield **~3-4%**

Total shareholder value **~13-18%**

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

Historical Calendar Year Results

The Company is presenting select non-GAAP financial information to provide comparable reference periods in connection with the previously announced change in fiscal year-end from June 30 to December 31. All historical calendar year results are unaudited and subject to change. Accordingly, such information may be presented differently in future filings with the SEC.

	Quarter ended				Calender year ended	Quarter ended	
$ million	**Mar 31, 2025 (4)**	**Jun 30, 2025 (4)**	**Sep 30, 2025**	**Dec 31, 2025**	**December 31, 2025**	**Mar 31, 2026**	**Jun 30, 2026**
Net Sales							
Global Rigid Packaging Solutions	2,686	2,760	2,689	2,451	10,587	2,664	2,873
Global Flexible Packaging Solutions	3,139	3,276	3,055	2,998	12,468	3,250	3,525
Amcor (1)	5,825	6,036	5,745	5,449	23,056	5,914	6,398
Adjusted EBITDA	893	913	909	826	3,541	892	1,045
Adjusted EBIT							
Global Rigid Packaging Solutions	276	271	312	236	1,095	276	352
Global Flexible Packaging Solutions	438	452	409	394	1,693	452	533
Other (2)	-40	-39	-34	-27	-140	-41	-49
Amcor	674	684	687	603	2,648	687	836
Adjusted EPS (3)	0.90	1.00	0.97	0.86	3.73	0.96	1.23

(1) Excludes intersegment sales

(2) Represents Corporate Costs

(3) Adjusted EPS for all periods as reported. March, June and September 2025 quarters have been retroactively adjusted to reflect the 1-for-5 reverse stock split effected on January 14, 2026

(4) Adjusted EPS as reported. Net sales, Adjusted EBITDA and Adjusted EBIT represents estimated, unaudited amounts for the combined Amcor and Berry Global business. Not intended to be and has not been prepared on a basis consistent with pro formal financial information required by Article 11 of Regulation S-X

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, Earnings per share (EPS) and Free Cash Flow

	Three Months Ended June 30, 2025				Three Months Ended June 30, 2026			
($ million)	EBITDA	EBIT	Net Income	EPS (Diluted)	EBITDA	EBIT	Net Income	EPS (Diluted)
Net income attributable to Amcor	**(39)**	**(39)**	**(39)**	**(0.10)**	**389**	**389**	**389**	**0.83**
Net income attributable to non-controlling interests	—	—			—	—		
Tax expense	(6)	(6)			97	97		
Interest expense, net	125	125			150	150		
Depreciation and amortization	309				367			
EBITDA, EBIT, Net income and EPS	**389**	**80**	**(39)**	**(0.10)**	**1,003**	**636**	**389**	**0.83**
Impact of hyperinflation	8	8	8	0.02	6	6	6	0.01
Restructuring, integration and related expenses, net [1]	53	53	53	0.13	24	36	36	0.08
Transaction costs	142	142	142	0.35	—	—	—	—
Merger related compensation	41	41	41	0.10	—	—	—	—
Inventory step-up amortization	133	133	133	0.33	—	—	—	—
Other	24	24	24	0.06	12	12	12	0.03
Amortization of acquired intangibles [2]		130	130	0.32		147	147	0.32
Interest expense Berry Transaction			10	0.02			—	—
Tax effect of above items			(94)	(0.23)			(20)	(0.04)
Adjusted EBITDA, EBIT, Net income and EPS	**789**	**611**	**408**	**1.00**	**1,045**	**836**	**570**	**1.23**
Reconciliation of adjusted growth to constant currency growth								
% growth - Adjusted EBITDA, EBIT, Net income and EPS					32	37	40	23
% currency impact					2	3	4	3
% constant currency growth					30	34	36	20
% items affecting comparability [3]					18	15		
% from all other sources					12	19		
Adjusted EBITDA	**789**				**1,045**			
Interest paid, net	(123)				(143)			
Income tax paid	(138)				(70)			
Purchase of property, plant and equipment and other intangible assets	(220)				(235)			
Proceeds from sales of property, plant and equipment and other intangible assets	9				35			
Movement in working capital	744				849			
Other	(118)				(57)			
Adjusted Free Cash Flow	**943**				**1,424**			
Berry transaction and integration costs					(28)			
Free cash flow					**1,396**			

(1) Three months ended June 30, 2026 primarily reflects restructuring and integration costs incurred in connection with the Berry Global acquisition.
(2) Amortization of acquired intangible assets from business combinations.
(3) Reflects the impact of acquired, disposed, and ceased operations.

	Twelve Months Ended June 30, 2025				Twelve Months Ended June 30, 2026			
($ million)	EBITDA	EBIT	Net Income	EPS (Diluted)	EBITDA	EBIT	Net Income	EPS (Diluted) [1]
Net income attributable to Amcor	**511**	**511**	**511**	**1.60**	**1,106**	**1,106**	**1,106**	**2.38**
Net income attributable to non-controlling interests	7	7			—	—		
Tax expense	135	135			181	181		
Interest expense, net	347	347			610	610		
Depreciation and amortization	710				1,450			
EBITDA, EBIT, Net income and EPS	**1,710**	**1,000**	**511**	**1.60**	**3,347**	**1,897**	**1,106**	**2.38**
Impact of hyperinflation	16	16	16	0.05	19	19	19	0.04
Restructuring, integration and related expenses, net [2]	97	97	97	0.30	234	266	266	0.58
Transaction costs	169	169	169	0.53	32	32	32	0.07
Merger related compensation	41	41	41	0.13	—	—	—	—
Inventory step-up amortization	133	133	133	0.42	—	—	—	—
Other	21	21	21	0.07	41	41	41	0.09
Amortization of acquired intangibles [3]		246	246	0.77		558	558	1.20
Interest expense Berry Transaction			15	0.05			29	0.06
Tax effect of above items			(113)	(0.35)			(188)	(0.40)
Adjusted EBITDA, EBIT, Net income and EPS	**2,186**	**1,723**	**1,136**	**3.56**	**3,673**	**2,813**	**1,863**	**4.02**
Reconciliation of adjusted growth to constant currency growth								
% growth - Adjusted EBITDA, EBIT, Net income, and EPS					68	63	64	13
% currency impact					4	4	5	3
% constant currency growth					64	59	59	10
% items affecting comparability [4]					56	49		
% from all other sources					8	10		
Adjusted EBITDA	**2,186**				**3,673**			
Interest paid, net	(290)				(549)			
Income tax paid	(286)				(451)			
Purchase of property, plant and equipment and other intangible assets	(580)				(922)			
Proceeds from sales of property, plant and equipment and other intangible assets	18				48			
Movement in working capital	34				(50)			
Other	(156)				(156)			
Adjusted Free Cash Flow	**926**				**1,593**			
Berry transaction and integration costs					(290)			
Free cash flow					**1,303**			

(1) Calculation of diluted EPS for the twelve months ended June 30, 2026 and 2025, excludes net income attributable to shares to be repurchased under forward contracts of $0 million and $1 million, respectively. Earnings per share amounts are computed independently for each of the quarters presented. The sum of the quarters may not equal the total year amount due to the impact of changes in average quarterly shares outstanding and due to rounding.
(2) Twelve months ended June 30, 2026 primarily reflects restructuring and integration costs incurred in connection with the Berry Global acquisition.
(3) Amortization of acquired intangible assets from business combinations.
(4) Reflects the impact of acquired, disposed, and ceased operations.

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Reconciliations of Non-GAAP Financial Measures

Reconciliation of adjusted EBIT by reporting segment

($ million)	Three Months Ended June 30, 2025				Three Months Ended June 30, 2026			
	Global Flexible Packaging Solutions	Global Rigid Packaging Solutions	Other	Total	Global Flexible Packaging Solutions	Global Rigid Packaging Solutions	Other	Total
Net income attributable to Amcor				(39)				389
Net income attributable to non-controlling interests				—				—
Tax expense				(6)				97
Interest expense, net				125				150
EBIT	298	17	(236)	80	440	293	(98)	636
Impact of hyperinflation	1	7	—	8	—	6	—	6
Restructuring, integration and related expenses, net (1)	38	7	8	53	28	22	(14)	36
Transaction costs	9	3	130	142	—	—	—	—
Merger related compensation	—	—	41	41	—	—	—	—
Inventory step-up amortization	27	106	—	133	—	—	—	—
Other	1	12	11	24	(10)	(41)	63	12
Amortization of acquired intangibles(2)	61	67	2	130	75	72	1	147
Adjusted EBIT	435	219	(43)	611	533	352	(48)	836
Adjusted EBIT / sales %	14.5 %	10.5 %		12.0 %	15.1 %	12.3 %		13.1 %
Reconciliation of adjusted growth to constant currency growth								
% growth - Adjusted EBIT					23	61	—	37
% currency impact					3	4	—	3
% constant currency					20	57	—	34
% items affecting comparability (3)					7	24	—	15
% from all other sources					13	33	—	19

(1) Three months ended June 30, 2026 primarily reflects restructuring and integration costs incurred in connection with the Berry Global acquisition.
(2) Amortization of acquired intangible assets from business combinations.
(3) Reflects the impact of acquired, disposed, and ceased operations.

($ million)	Twelve Months Ended June 30, 2025				Twelve Months Ended June 30, 2026			
	Global Flexible Packaging Solutions	Global Rigid Packaging Solutions	Other	Total	Global Flexible Packaging Solutions	Global Rigid Packaging Solutions	Other	Total
Net income attributable to Amcor				511				1,106
Net income attributable to non-controlling interests				7				—
Tax expense				135				181
Interest expense, net				347				610
EBIT	1,113	229	(342)	1,000	1,373	817	(294)	1,897
Impact of hyperinflation	1	15	—	16	1	18	—	19
Restructuring, integration and related expenses, net (1)	68	12	17	97	106	120	40	266
Transaction costs	9	4	156	169	8	2	22	32
Merger related compensation	—	—	41	41	—	—	—	—
Inventory step-up amortization	27	106	—	133	—	—	—	—
Other	12	(4)	13	21	—	(35)	76	41
Amortization of acquired intangibles(2)	169	73	4	246	300	254	4	558
Adjusted EBIT	1,398	435	(110)	1,723	1,789	1,176	(152)	2,813
Adjusted EBIT / sales %	13.9 %	8.8 %		11.5 %	13.9 %	11.0 %		12.0 %
Reconciliation of adjusted growth to constant currency growth								
% growth - Adjusted EBIT					28	170	—	63
% currency impact					2	9	—	4
% constant currency growth					26	161	—	59
% items affecting comparability (3)					18	146	—	49
% from all other sources					8	15	—	10

(1) Twelve months ended June 30, 2026 primarily reflects restructuring and integration costs incurred in connection with the Berry Global acquisition.
(2) Amortization of acquired intangible assets from business combinations.
(3) Reflects the impact of acquired, disposed, and ceased operations.

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Reconciliations of Non-GAAP Financial Measures

Components of Fiscal 2026 Net Sales growth

($ million)	Three Months Ended June 30			Twelve Months Ended June 30		
	Global Flexible Packaging Solutions	Global Rigid Packaging Solutions	Total	Global Flexible Packaging Solutions	Global Rigid Packaging Solutions	Total
Net sales fiscal year 2026	3,525	2,873	6,398	12,829	10,677	23,506
Net sales fiscal year 2025	2,994	2,088	5,082	10,066	4,943	15,009
Reported Growth %	**18**	**38**	**26**	**27**	**116**	**57**
FX %	2	3	2	3	6	5
Constant Currency Growth %	**16**	**35**	**24**	**24**	**110**	**52**
Raw Material Pass Through %	6	4	6	2	—	2
Items affecting comparability %	10	32	19	22	114	52
Organic Growth %	**—**	**(1)**	**(1)**	**—**	**(4)**	**(2)**
Volume %	1	(1)	—	(1)	(3)	(2)
Price/Mix %	(1)	—	(1)	1	(1)	—

Reconciliation of net debt

($ million)	June 30, 2025	June 30, 2026
Cash and cash equivalents	(827)	(1,115)
Short-term debt	116	135
Current portion of long-term debt	141	15
Long-term debt excluding current portion	13,841	13,862
Net debt	**13,271**	**12,897**

Reconciliations of Non-GAAP Financial Measures

Supplemental Unaudited Historical Segment Financial Information on a Combined Basis

The financial information presented below represents estimated, unaudited amounts for each of Amcor and Berry Global for the period referenced, as described here. Such information is not intended to be and has not been prepared on a basis consistent with pro forma financial information required by Article 11 of Regulation S-X, nor prepared on a consolidated basis under U.S. GAAP. Non-GAAP combined information provided here may differ materially from the final accounting for the acquisition, any future reported financial results for the combined Company and any pro forma information we provide in the future in compliance with Article 11 of Regulation S-X.

($ millions)	Three months ended Jun 30, 2025	ended Jun 30, 2025
Net sales		
Global Rigid Packaging Solutions	2,760	
Global Flexible Packaging Solutions	3,276	
Amcor	**6,036**	
Adjusted EBIT		
Global Rigid Packaging Solutions	271	1,104
Global Flexible Packaging Solutions	452	1,667
Other[1]	(39)	(149)
Amcor	**684**	**2,622**

1. Represents corporate costs

Presentation of combined volume performance

In order to provide the most meaningful comparison of results of volume performance by region and end market for Amcor plc and for each of its reportable segments, the Company has included commentary to reflect Amcor's estimate of year-over-year volume performance for the three months ended June 30, 2026 compared with estimated combined volumes for the legacy Amcor and Berry Global businesses for the three months ended June 30, 2025. The combined volume performance information has been presented for informational purposes and Amcor believes this information reflects the impact of the combination including allocation of volumes across the combined production footprint since May 1, 2025.

Reconciliation of Adjusted EBIT against combined prior year excluding non-core businesses

In order to provide the most meaningful comparison of adjusted EBIT performance for the Amcor group and for each of its reportable segments, the Company has included commentary to reflect Amcor's estimate of year-over-year adjusted EBIT growth for the three months and nine months ended June 30, 2026, compared with estimated combined EBIT for the legacy Amcor and Berry Global businesses for the three months and nine months ended June 30, 2025. The combined adjusted EBIT performance information has been presented for informational purposes and Amcor believes this information reflects the impact of the combination. The combined adjusted EBIT performance information should be read in conjunction with the separate historical financial statements and accompanying notes contained in each of the Amcor and Berry Global periodic reports, as available. For the avoidance of doubt, combined adjusted EBIT performance information is not intended to be, and has not been prepared on a basis consistent with pro forma financial information required by Article 11 of Regulation S-X, nor prepared on a consolidated basis under U.S. GAAP. The non-GAAP combined information provided here may differ materially from the final accounting for the acquisition, any future reported financial results for the combined Company and any pro forma information we provide in the future in compliance with Article 11 of Regulation S-X.

	4Q 26			YTD 4Q 26
Reconcilation of adjusted EBIT against combined prior year excluding non-core businesses	**Global Rigid Packaging Solutions**	**Global Flexible Packaging Solutions**	**Amcor**	**Amcor**
Prior year Amcor adjusted EBIT	219	435	611	1723
Acquired Berry Global earnings (month of April 2025)[1]	52	17	73	899
Prior year unaudited adjusted EBIT on a combined basis	271	452	684	2622
Current year adjusted EBIT	352	533	836	2813
Growth compared with unaudited adjusted EBIT on a combined basis	30%	18%	22%	7%
Add favorable/(unfavorable) impact of year over year earnings for non-core businesses	6%		2%	-1%
Combined adjusted EBIT growth excluding non-core businesses	**24%**	**18%**	**20%**	**8%**

1. Excludes divested Health, Hygiene and Specialties Global Nonwovens and Films business (HHNF), divested Specialty Tapes business and aligns variations in accounting policy and classification between legacy Berry and legacy Amcor businesses.

Note: Numbers may not add through due to rounding.