# ANNUAL GENERAL MEETING

2016





# Amcor safety performance





- Significant improvement in key metrics over 10 years
- 59% of sites recordable case free for a period of 12 months or more
- Committed to a goal of 'no injuries'

2013 to 2016 data excludes the demerged Australasia and Packaging Distribution (AAPD) business. All prior periods are shown inclusive of AAPD.



# Full year results – EPS up 11.3% in constant currency terms

US\$ million	Jun 15	Jun 16	△ %	Constant currency △ %
Profit after tax	671.1	671.1	-	7.5
Earnings per share (US cents per share)	55.8	57.7	3.4	11.3
Free cash flow	298.3	311.2	4.3	
Return on average funds employed (%)	20.3	21.6	1.3	
Dividend per share (US cents per share)	40.0	41.0	2.5	
Dividend per share (AUD cents per share)	53.0	55.3	4.3	

Results have been presented on an underlying basis unless otherwise indicated.



#### Flexibles



- Solid performance through the year
  - Constant currency earnings growth of 7.2%
  - Margins remained strong at 12.5%
  - Returns increased to 25.8%
- Stable volumes in developed markets
- Strong growth in emerging markets
- Investment in growth 6 acquisitions and 2 greenfield plants



# Rigid Plastics

- Outstanding year
  - Earnings 10% higher at US\$352.5 million
  - Returns increased from 20.3% to 23.3%
- Higher volumes in North America beverage
- Growth in Diversified Products, Latin America and Bericap
- Investing in growth through acquisitions





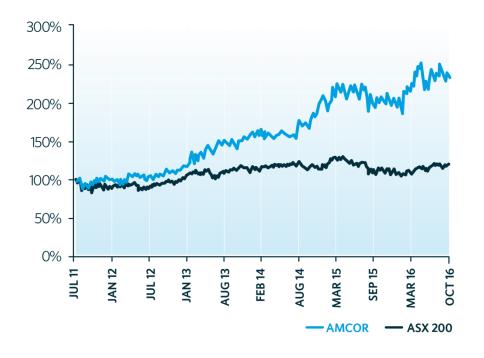
# Strong balance sheet



- Balance sheet remains strong
  - Net debt US\$3.8 billion
  - Net debt / EBITDA 2.6 times
  - EBITDA interest cover 8.4 times
- Well positioned to pursue additional growth



# Strong returns for shareholders



- Total Shareholder Return 210% since 1 July 2011
  - Share price appreciation 145%
  - Dividend 65%

Based on closing share price of \$15.66 on 14th October 2016



# Corporate governance

- The Board is committed to achieving and demonstrating the highest standards of corporate governance
- Ongoing program of compliance training supporting Amcor's anti-bribery and corruption policy





# Sustainability



- Met or surpassed our EnviroAction 2015/16 targets
- New EnviroAction targets set for 2018/19
- Core Partner of Ellen MacArthur Foundation's New Plastic Economy Initiative







#### Context



# Global operating environment

- Increasingly dynamic
  - Lower growth



# **Amcor position**

- Defensive and resilient
  - High performing
  - Substantial potential



# Amcor today

#### **Strong foundation**

- Focused portfolio
- Differentiated capabilities
- Disciplined cash and capital deployment
- Resilient shareholder value creation model



# Amcor today

#### **Strong foundation**

- Focused portfolio
- Differentiated capabilities
- Disciplined cash and capital deployment
- Resilient shareholder value creation model

#### **Current operating priorities**

- Generating our own growth
- Increasing agility and pace of adapting operations
- Strengthening and engaging our team

**Build on** 



**Accelerate** 



# Progress against current operating priorities

# Accelerating improvement opportunities

- Generating our own growth
- Increasing agility and pace of adapting operations
  - Flexibles restructuring
  - Venezuela accounting
- Strengthening and engaging our team
  - Global engagement survey



# Progress against current operating priorities

#### Organic growth - 3 new greenfield plants



Flexible Packaging

Philippines



**Tobacco Packaging** 

Indonesia



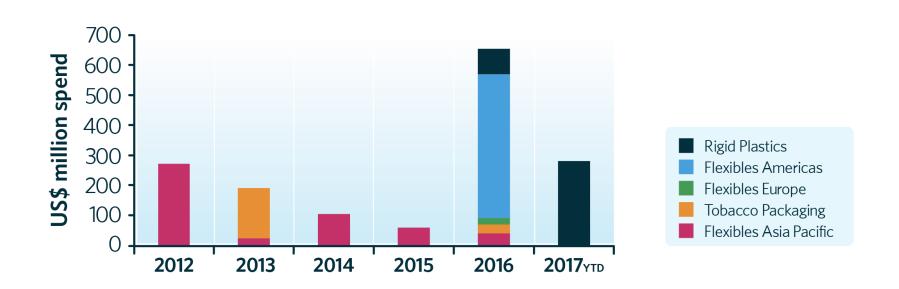
**Rigid Plastics** 

USA



# Progress against current operating priorities

#### Acquisition growth - accelerating and broadening





#### **Strong businesses**

- Primary, consumer packaging
- Good industry structure
- Attractive growth including in emerging markets

#### Focused portfolio (product segments)





#### **Multiple paths to winning**

- Market leadership
- Scale
- Differentiation

#### Focused portfolio (product segments)





#### **Differentiated capabilities**

- Competitive advantage
- Leverage
- Growth and productivity

#### Focused portfolio (product segments)









**SALES & MARKETING** 

**INNOVATION** 

**PROCUREMENT** 

**TALENT** 

M&A



#### Focused portfolio (product segments)



**SALES & MARKETING** 

**Differentiated capabilities** 

**INNOVATION** 

**PROCUREMENT** 

**TALENT** 

M&A



#### Significant growth opportunities

#### Flexible Packaging – Americas

- Differentiates Amcor as the only truly global supplier
- Provides potential to grow at rates which exceed the market
- Organic and acquisition growth opportunities

#### Focused portfolio (product segments)





#### Significant growth opportunities

#### Flexible Packaging – Asia

- Increasing GDP per capita and demand for packaged goods
- Increasing packaging requirements
- Amcor unique customer value proposition

#### Focused portfolio (product segments)





#### Significant growth opportunities

#### Rigid plastic specialty containers

- Ability to differentiate with broader product offering
- Organic growth through conversion from other formats and new product development
- Attractive set of acquisition opportunities

#### Focused portfolio (product segments)





#### Focused portfolio (product segments)









#### **Differentiated capabilities**

**SALES & MARKETING** 

**INNOVATION** 

**PROCUREMENT** 

**TALENT** 

M&A

Strong defensive cash flow 10 to 15% shareholder value creation per annum



# Multiple sources of value under resilient model

#### Amcor shareholder value creation model



Total shareholder value creation of 15.0% for FY16



#### Amcor tomorrow

#### **Even Stronger**



More global



More relevant



More integrated





First Quarter Trading



#### Flexibles

- No change to full year earnings expectations for 2016/17
  - Growth will be significantly weighted to the second half, with moderate growth in the first half
- Volumes in developed markets weaker in Tobacco Packaging as expected
- Continued volume growth across emerging markets



# Rigid Plastics



- No change to earnings expectations for 2016/17
  - Of the US\$40 million negative impact related to Venezuela in 2016/17, US\$25 million will impact the first half
- Good start to the year in North American beverage, Diversified Products and Bericap businesses
- Earnings growth in Latin America in line with expectations



# Trading summary

- First quarter trading in line with expectations.
- Reconfirming outlook comments provided in August for 2016/17
- 2016/17 full year earnings to be higher than 2015/16 in constant currency terms



# Summary



- Amcor in a strong position today
- Many opportunities for continued improvement
- Focus on creating value for all stakeholders
- Delivering strong returns for shareholders



# ANNUAL GENERAL MEETING

2016



# **Underlying Results**

	Statutory result		Adjustments <sup>(1)</sup>		Underlying result		
(US\$ million)	2015	2016	2015	2016	2015	2016	
Sales revenue	9,611.8	9,421.3		-	9,611.8	9,421.3	
PBITDA	1,420.4	929.7	11.8	(479.6)	1,408.6	1,409.3	
- Depreciation and amortisation	(355.3)	(354.0)	-	-	(355.3)	(354.0)	
PBIT	1,065.1	575.7	11.8	(479.6)	1,053.3	1,055.3	
- Net finance costs	(169.2)	(166.8)	-	-	(169.2)	(166.8)	
Profit before tax	895.9	408.9	11.8	(479.6)	884.1	888.5	
- Income tax expense	(188.0)	(135.3)	(2.6)	52.6	(185.4)	(187.9)	
- Non-controlling interest	(27.6)	(29.5)	-	-	(27.6)	(29.5)	
Profit after tax	680.3	244.1	9.2	(427.0)	671.1	671.1	
Key Ratios		_					
PBIT/Sales Margin					11.0	11.2	
PBIT/Average funds employed (%)					20.3	21.6	
EPS (US cents)					55.8	57.7	
Free cash flow					298.3	311.2	

Refer slide 36 for further details.



# Details of adjustments

			US\$ million							
	Flexibles (€ million)		Flexibles		Rigid Plastics		Investments / Other		Consolidated	
Income statement	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016
Sale of surplus land in Turkey <sup>(1)</sup>	9.2		11.8						11.8	-
Flexibles Restructuring	-	(85.5)	-	(94.9)	-	-	-	-	-	(94.9)
Change of accounting treatment Venezuela	-	-	-	-	-	(384.7)	-	-	-	(384.7)
Total PBIT adjustments	9.2	(85.5)	11.8	(94.9)	-	(384.7)	-	-	11.8	(479.6)
Tax on adjustments	(2.0)	15.1	(2.6)	16.8		35.8			(2.6)	52.6
Total PAT adjustments	7.2	(70.4)	9.2	(78.1)		(348.9)			9.2	(427.0)

<sup>(1)</sup> This item has not been presented as an adjustment in Amcor's annual financial report. However, management believe it is useful to present underlying earnings exclusive of this item in order to facilitate comparability. This item was disclosed in Amcor's earnings announcements for the year ended 30 June 2015 and the half year ended 31 December 2015.

