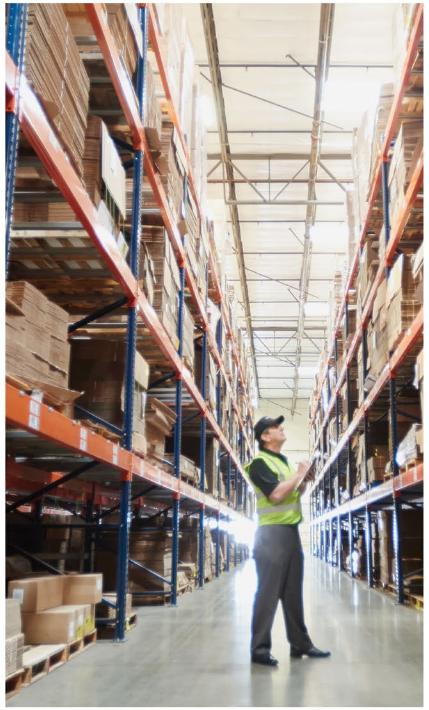
FINANCIAL RESULTS

HALF YEAR ENDED 31 DECEMBER 2021

Presentation by
Brian Lowe — Managing Director and CEO
Shaun Hughes — CFO



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Minor Reclassification of Prior Year Numbers

Certain prior year amounts have been reclassified for consistency with the current period presentation. This includes the allocation of Corporate Costs to each of the business units (including discontinued operations), adjustments to reflect decisions of the International Financial Reporting Interpretations Committee (IFRIC) with respect to ‘Software as a Service’, and cashflow statement adjustments to reflect changes in classification.

1H22 Highlights & Group Strategy

Brian Lowe – Managing Director and CEO

1H22 financial highlights

SALES

$1,988.6M

9.6% increase

+10.6% constant currency

EARNINGS BEFORE INTEREST AND TAX (EBIT)

$154.5M

10.4% increase

+11.1% constant currency

UNDERLYING NET PROFIT AFTER TAX (NPAT)

$102.7M

12.9% increase

+13.6% constant currency

UNDERLYING EARNINGS PER SHARE (EPS)

11.8cps

22.9% increase

UNDERLYING RoAFE %

24.8%

340 bps increase

OPERATING CASH FLOW

$145.5M

Cash conversion of 75%

INTERIM DIVIDEND (per share)

8.0cps

+23.1%
~68% of NPAT (1H21 ~68%)

LEVERAGE

1.6x

FY21: 1.5x

TOTAL CAPEX (INC. GROWTH) INVESTED IN THE BUSINESS

$40.9M

129% of depreciation

- **Strong improvement in Group EBIT and NPAT, up 11.1% and 13.6% respectively (constant currency basis)**
- **Strong EPS growth, up 22.9%, cash generation and balance sheet position**
- **Total Capex up $14.5M to $40.9M, with Growth Capex up $17.7M to $22.7M**
- **1H22 dividend of 8.0cps, up 23.1% or 1.5cps from 1H21 dividend**
- **$31.5M capital returned via on-market share buy-back**
- **Well positioned for investment & growth**

1H22 business & operating highlights

ORORA

- Continued strong growth in North America, with Group EBIT and NPAT increasing 11.1% and 13.6% respectively on a constant currency basis.
- Disciplined execution of strategy further evidences benefits of diversified packaging assets driving sustainable growth in the Group's earnings.
- Positioned for earnings growth in 2H22 in Australasia, with continued growth in North America.

Australasia

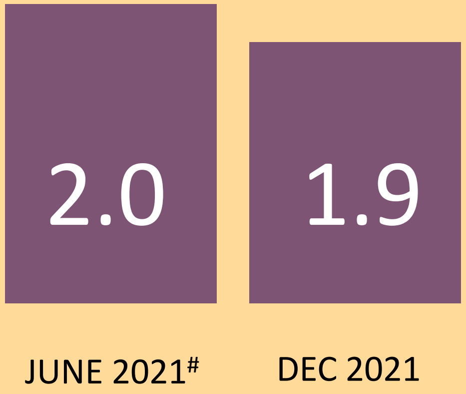
- **Sales up 0.5%** mainly due to higher input costs (aluminium) that have been passed on to customers, partially offset by short term COVID-19 Can volume impacts
- Underlying sales in Australasia decreased by 2.6% after taking into account the pass through of higher aluminium prices.
- **EBIT was down 2.3% or $2.0M to $84.0M**, reflecting expected impact of lower Glass volumes as the impact of Chinese tariffs on Glass are cycled, and COVID-19 impacts from key customer site disruptions and the short term impacts on supply chain in late 2021 in Cans
- Glass volumes lost due to lower bottled wine exports to China now replaced via entry into new segments, including Olive Oil and Spirits markets
- **EBIT margin was down 50bps to 19.0%**

North America

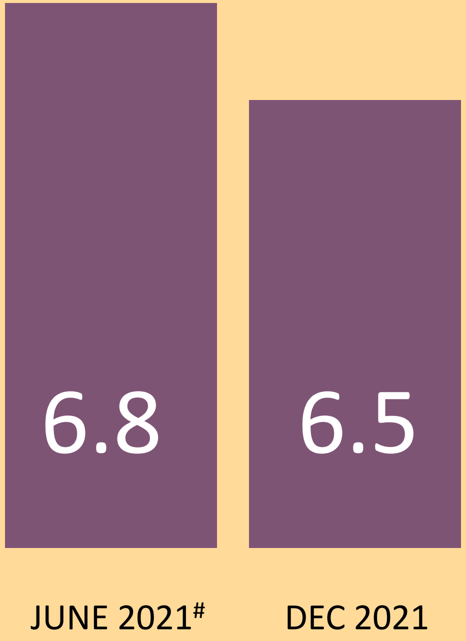
- **Sales up 13.9%** on a local currency basis to US$1,131M, with price increases a key driver of growth
- **Local currency EBIT was up 32.1% to US$51.5M**
- Strong earnings growth from both the manufacturing and distribution businesses within OPS as we continue to drive improvements in operating efficiency and cost to serve
- Pricing discipline in a higher inflation operating environment
- North America **EBIT margins expanded 70bps to 4.6%**
- **OPS margins increasing by 60bps to 5.2%**
- Continued to manage the complexities and impacts of COVID-19 on supply chain and labour

Orora safety performance update

Lost time injury frequency rate (LTIFR)*



Recordable case frequency rate (RCFR)^



LTIFR* = (Number of lost time injuries / Total number of hours worked for employees and contractors) x 1,000,000

RCFR^ = (Number of recordable case injuries (lost time, restricted work case & medical treatment) / Total number of hours worked for employees and contractors) x 1,000,000

JUNE 2021[#] = Subject to change where reclassification of injuries is necessary at year end reporting FY22.

Update on our approach to improving safety

- Operating during COVID-19 has continued to add complexity and challenge to our operating environment.
- A number of additional health and safety measures have been introduced to continually improve our response to COVID-19, targeted at mitigating the risk of transmission into and at Orora's sites.
- Reduction in both LTIFR and RCFR.
- No Serious Injuries or Fatalities.
- Orora's Global Integrated Safety Improvement Program (GISIP) continues to progress to plan, focusing on managing high risk activities and improving effectiveness of critical controls.

Orora's strategic pillars and enablers

Our strategic pillars continue to guide our actions and support the delivery of our achievements in 1H22.

To be a leading **sustainable** packaging **solutions** company

Delivering on the promise of what's inside

1 OPTIMISE TO GROW

2 ENHANCE AND EXPAND

3 ENTER NEW SEGMENTS

ENABLERS

- Safety
- Diverse talent
- Customer focus
- Operating excellence
- Innovation
- Financial discipline

Progressing our strategy* –
We continue to progress our strategy and remain focused on our strategic priorities

	1H22 PROGRESS	FY22+ PRIORITIES
Australasia	• Extension of long-term contracts for key customers in Cans & Glass • Successful redeployment of Glass capacity impacted by China tariffs – volume and earnings growth expected in 2H22 • ~$31M capital invested, including ~$23M of growth capex • Commenced construction of additional $110M Can and Ends capacity and Cullet Beneficiation Plant in Gawler ($25M)	• Maintain, renew and win new key customer contracts and strategic accounts • Build capacity to meet increased customer demand in Cans and Ends: ~$13M spend in 1H22 (~$31M spend to date). • Complete construction of Cullet Beneficiation Plant: ~$7.3M spend in 1H22 (~$10M spend to date). • Continue to explore business expansion opportunities & New Product Development
OPS	• Material improvement in financial performance and operating discipline, with EBIT margin lifting 60 basis points to 5.2% • Sales force alignment on 'operating rules and tools' to drive profitable growth • Realised operational, safety and financial benefits from the integration of Pollock & Bronco operations into a singular Central Region • Significant development work on business model enhancement- successful launch of digital platform	• Account profitability work continues - OPS EBIT margin expected to improve over time, noting seasonality of earnings weighted to the first half • Continue to drive organic sales growth through strategic accounts • Streamline operational process & drive improvements in service delivery • Ongoing focus on business model enhancement – complete rollout and onboard remaining customers to new digital / e-commerce platforms • Modest investment in organic capital to drive further manufacturing growth • Explore M&A to expand product and service offering throughout 2022 and beyond
OV	• Completed end-to-end review of strategic direction • Decision to retain OV maximises shareholder value • Continued improvements in operating and performance momentum, with strength in horticulture and fabric segments • Added commercial resources to drive growth in packaging and retail POP segments • Critical business model enhancements launched including improved digital and customer interaction	• Capitalise on continued operating momentum, further build scaleable customer value proposition • Broaden customer base and reach into horticulture business • Expand fabric capability for national retail customers • Drive up equipment utilisation through targeted selling to strategic accounts

* Refer Shareholder Value Blueprint in Appendix

Beverage – Cans capacity expansion and Glass product expansion

Brian Lowe – Managing Director and CEO

Orora Beverage Cans | capacity expansion

- As announced at the AGM in October 2021, in light of strong customer demand and limited unutilised capacity, Orora can confirm plans for a significant expansion of Cans multi-size capacity at the Dandenong site and Ends capacity at the Ballarat site.
- These expansions are backed by new long-term contracts with major customers
- Total capex for the projects will be ~$110 million; ~$31 million has been spent up to 31 December 2021 with the remainder to be spent across the balance of FY22 and FY23.
- The projects are progressing well and it is expected that the new lines will be commissioned in:
  - Dandenong: Q4 FY23
  - Ballarat: Late FY22 / Early FY23
- Given the expected future demand over the medium-term, Orora will continue to assess further capacity expansion opportunities.

10%
increase
in **Cans**
capacity

40%
increase
in **Can Ends**
capacity

Orora Beverage Glass | product expansion

- The well disclosed impacts of Chinese wine tariff decisions on Australian wine exports adversely impacted Orora's customers in 2021.
- In response, the Glass team quickly sought out new market opportunities by extending product range with New Product Development & replacing imported glass volumes in Australia.
- 100% of lost wine export volume has now been secured through other formats.
- **New customer wins**
  - Domestic beer
  - Domestic soft drink
  - Domestic Wine
  - New export markets
- **New product development**
  - Spirit bottles
  - Olive oil bottles
  - Sparkling water bottles
- The full run-rate of new volume initiatives is expected progressively from 2H22 into 1H23.

Spirits

- Capitalising on strong growth in the boutique spirits market
- Range includes a new proprietary product developed by Orora – *Orora Crystal*™
- Production began in late 2021

Olive oil

- Strategy to capitalise on strong and growing domestic olive oil industry
- Orora is producing Australia's first manufactured olive oil bottle
- Production began in late 2021

Orora Visual – Strategic Review

Brian Lowe – Managing Director and CEO

Orora Visual | review of strategic direction

Overview

- Review of strategic direction announced at 1H21 results; completed at end of CY2021
- Key areas explored:
  - The market outlook for US retail visual displays
  - Competitive landscape and OV's relative value proposition
  - End-market exposures and outlook for key customers
  - Business performance and key drivers
  - Team talent and depth
  - The extent of OV's 'full potential' and opportunities/ steps to achieve
  - OV management's strategic plan for the business over the next five years (including anticipated capital expenditure)
  - The strategic alternatives available, including the viability of an immediate exit

Key findings

- OV's addressable market in North America estimated at ~US$8 billion and growing
- Management team stabilised and enhanced
- The main drivers of business underperformance (within OV's control) identified and addressed
- Business performance has improved significantly in the past 18 months with momentum continuing to build
- OV's full earnings potential is higher than current earnings run-rate
- OV has identified a series of strategic initiatives to pursue over the next 1-3 years to drive earnings growth

Decision

- Most attractive option to maximise shareholder value is to retain OV
- OV will continue to operate as a standalone business unit, with direct oversight from Group CEO & CFO

Orora Visual | business overview

Products & services

Visual & Product Marketing	• **In-store displays:** End-caps, floor units, fabric/canvas, counter displays • **Promotional signage**: Sales posters, graphic wall out-fittings, decals
Consumer Packaging	• **Retail-ready & consumer packaging**: High resolution graphic laminate sheets for retail-ready cartons
Labels & Tags	• **In-store labels**: Horticulture tags and other product and promotional marketing materials

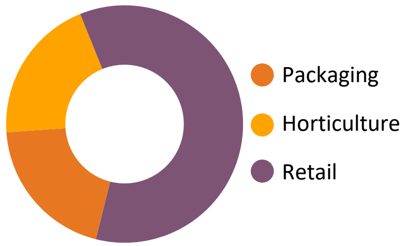
Visual display value chain

- Research, Strategy & Branding
- Content
- **Design & Creative**
- **Print**
- **Finish**
- **Pack Out & Fulfill**
- Freight & Transportation
- Install
- Measure & Analyze

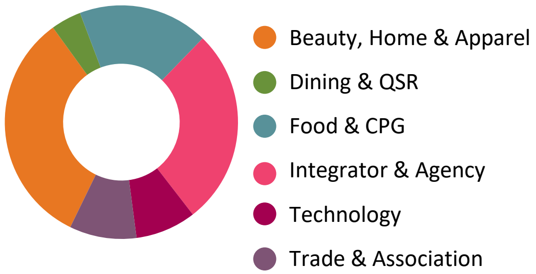
Orora Visual

Sales breakdown

End-market exposure



Retail segment customer mix



Selected customers

AT&T
BED BATH & BEYOND
H&M
LOWE'S
TJX
Walmart

Orora Visual | strategic roadmap

OV has identified various strategic opportunities to pursue capital-lite, high-return initiatives over the next 1-3 years that are expected to drive earnings growth

Near-term (FY22-3)

Optimise to grow

Build a scalable platform

- Business process optimisation
- Enhance integration of sites and business systems
- Enhanced estimation processes
- Build customer value proposition for sustainability program
- Further investments in automation

Medium-term (FY23-25)

Enhance

Realize full entitlement of business

- Broaden customer base and reach in horticulture business
- Revitalise and modernise critical equipment
- Continued investment in sales team to grow market share
- Grow single digital client technology platform

Longer-term (FY25+)

Expand

Capability extension

- Expand capabilities in core product areas (e.g. horticultural tags, fabric)
- Expand in new verticals
- Enhance fulfilment capability to expand service offering and capture share of wallet

Orora’s North American capabilities

- Orora’s North American operations provide value-added packaging products and services to a range of customers in consumer-facing industries
- Whilst operating as stand-alone businesses, OV and OPS are complementary and share a range of commercial capabilities

	Orora Visual	**Orora Packaging Solutions**
Core products	Custom point-of-purchase displays, horticultural tags	Custom packaging, corrugate
Go-to-market	Sales team, digital	Sales team, digital
In-house design	✓	✓
Customised products	✓	✓
Other value-added services	✓ (Fulfillment)	✓ (Fulfillment, inventory management, testing, consulting)
Core substrate(s)	Corrugate, paper, fabric, plastic	Corrugate
Market reach	National (Key manufacturing hubs: CA, TX)	National (Key hubs: CA, TX, IL, GA, NJ)
Key end-markets	Retail, Horticulture and Packaging	eCommerce, Food & Beverage, Retail, Healthcare
Vertically-integrated in manufacturing	✓ (All products)	✓ (Corrugate)
Digital printing	✓	✓

Orora – Sustainability Update

Brian Lowe – Managing Director and CEO

Our progress on Sustainability

We are making good progress with our sustainability goals and commitments

Circular Economy

60% recycled content* for Glass beverage containers by 2025

- Orora's use of recycled Glass content (cullet) is increasing year on year and on track towards 2025 goal
- Construction of Glass beneficiation plant at Gawler - facilitates increased use of recycled Glass cullet and delivers greenhouse gas reducing benefits

*pre and post-consumer

Climate Change

Net zero emissions by 2050
40% reduction in emissions by 2035

Orora is on track towards our 2035 40% Scope 1 & 2 emissions greenhouse reduction goal – initiatives include:

- Exploring less greenhouse gas intensive Glass furnace technology at Gawler glass plant
- Ongoing implementation of renewable energy initiatives as part of procuring greenhouse gas-free electricity for our business globally
- Program of procuring electric warehouse based vehicles for OPS in North America commenced

Community

Prioritising action for our people and our community

Progressing initiatives that benefit our teams and our communities through a number of initiatives including:

- Safety Management
- Launch of new global Diversity, Equity and Inclusion goals
- Women in Leadership at Orora (WILO) program
- Modern Slavery Statement
- Unconscious Bias Training

Our Promise to the Future

Financial Results

Shaun Hughes – CFO

1H22 Group financial summary – Underlying and Statutory Results

A$M – Underlying	1H22	1H21	Var$	Var%	CC%
Sales	1,988.6	1,814.1	174.5	9.6%	10.6%
EBITDA	212.9	199.3	13.6	6.8%	7.5%
D&A	(58.4)	(59.4)	1.0	1.7%	1.0%
EBIT	**154.5**	**139.9**	**14.6**	**10.4%**	**11.1%**
Net Finance Cost	(13.1)	(14.4)	(1.3)	(9.0%)	(8.7)%
Profit Before Tax	141.4	125.5	15.9	12.7%	13.3%
NPAT	**102.7**	**91.0**	**11.7**	**12.9%**	**13.6%**
EPS (cent per share)[1]	**11.8**	**9.6**	**2.2**	**22.9%**	

Profit & Loss

- Reported Group Sales grew by 9.6% on the pcp, driven by an A$ 12.6% increase in North American sales and a 0.5% increase in Australasian sales.
- North American constant currency sales was up 13.9%, reflecting a strong increase in OPS sales, with price increases the key driver of growth.
- EBIT up 10.4% on a reported basis, up 11.1% on a constant currency basis, this reflects a 32.1% or US$12.5M increase in North American EBIT on the pcp.
- Net finance costs declined by $1.3M on the pcp to $13.1M, primarily reflecting the FX benefit on US$ debt (~$0.7M), lower ROU lease interest, partially offset by higher average net debt.
- NPAT up 12.9% on a reported basis, up 13.6% on a constant currency basis, this reflects higher EBIT (+$14.6M), lower interest expense (-$1.3M), partially offset by higher Tax expense (+ $4.2M).

EPS[1]

- Strong underlying EPS growth of 22.9% was driven by an increase in underlying NPAT and the impact of the buyback in FY21 and 1H22.

1. Calculated as NPAT / weighted average ordinary shares (net of Treasury Shares)

1H22 Australasian financial highlights

SALES

$443.2M

0.5% increase

UNDERLYING EBIT

$84.0M

2.3% decrease

OPERATING CASH FLOW

$83.5M

cash conversion ~74%

EBIT MARGIN %

19.0%

50 bps decrease

ROAFE%

28.0%

Flat vs 1H21

TOTAL CAPEX INVESTED IN THE BUSINESS

$31.1M

156% of depreciation

Business Performance

- Sales up 0.5%, mainly due to higher aluminium input costs that have been passed on to customers, partially offset by short term COVID-19 Cans volume impacts.
- Excluding Aluminium pass-through Cans inflation, sales down 2.6%.
- EBIT decline of 2.3% compared to the pcp predominately driven by:
  - A reduction in Glass volumes in 1H22 as the Business cycled the impact of lower wine exports to China, partly offset by entry into new beverage categories.
  - COVID-19 impacts on supply chain, creating disruption and modest loss in production days late 1H22 at key customer sites.

Cash flow & Investment

- Strong Cash conversion continues at ~74% in 1H22 (~77% in the pcp)
- Delivering operating cash flow of $83.5M for 1H22, down ~$8M on pcp.
- The reduction in cash flow largely reflects lower cash EBITDA. The ~$3M increase in the movement in total working capital reflects the higher value of finished goods (Cans inventory), which was partially offset by lower base capex.
- Investment continued with base capex of $8.4M and growth capex of $22.7M; Growth capex includes expenditure relating to Cans line & Ends Capacity (~$13M) and Cullet Beneficiation Plant (~$7M).
- Total Capex investments of $31.1M totalled 156% of depreciation (excluding AASB16). Base Capex (excluding AASB16) totalled ~42% of depreciation.
- Cash conversion is expected to remain >70% in FY22.
- RoAFE of 28.0% was inline with the pcp.

1H22 North American financial highlights

USD SALES

$1,130.7M

13.9% increase

USD EBIT

$51.5M

32.1% increase

OPERATING CASH FLOW (AUD)

$62.0M

cash conversion ~76%

EBIT MARGIN %

4.6%

70 bps increase

ROAFE%

21.9%

650 bps increase

CAPEX INVESTED IN THE BUSINESS (USD)

$7.2M

83% of depreciation

Business Performance

- North America significantly improved operating and financial performance in 1H22, with local currency sales up 13.9% and EBIT up 32.1%.

OPS

- Delivered low double digit sales growth.
- Continued improvement in performance and margins in both the distribution and manufacturing businesses.
- EBIT margins increased by 60bps, from 4.6% to 5.2%, noting seasonality with earnings weighted to the first half.

OV

- Delivered low double digit sales growth.
- Growth in sales reflects improvement in retail trading conditions and continued strength in horticulture and fabric segments, with a continued focus on cost reduction, drove a positive EBIT result up on the pcp.

Cash flow & Investment

- Cash conversion remains strong at ~76% (~84% in 1H21).
- Operating Cash flow increased by 17.0% or $9.0M to $62.0M, driven by an ~19% increase in EBITDA, largely offset by an increase in total working capital of $10.4M, broadly in line with the increase in EBITDA.
- Total capex of $9.8M (US$7.2M) was broadly in-line with the pcp of $11.0M. 1H21.
- Cash conversion target for FY22 remains >70%.
- RoAFE increased by 650 bps to 21.9% reflecting higher earnings and improved working capital management.

Operating cash flow – continued strength and resilience

A$ Million	1H22	1H21
EBITDA	212.9	199.3
Lease repayments	(29.6)	(30.5)
Non Cash Items	10.8	14.4
Cash EBITDA	**194.1**	**183.2**
Movement in Working Capital	(30.7)	(17.1)
Base Capex	(18.2)	(21.4)
Sale Proceeds	0.3	0.0
Operating Cash Flow[1]	**145.5**	**144.7**
Cash Significant Items	(12.2)	(18.0)
Operating Free Cash Flow	**133.3**	**126.7**
Interest – Group	(8.9)	(9.0)
Tax - Group	(45.5)	18.9
Growth Capex	(22.7)	(5.0)
Free Cash Flow available to shareholders	**56.2**	**131.6**
Cash Conversion[2]	**75%**	**79%**
Average Working Capital to Sales[3] (%)	**5.8%**	**6.9%**

(1) Underlying operating cash flow excludes cash flow from discontinuing operations and significant items
(2) Cash conversion measured as operating cash flow divided by cash EBITDA
(3) Average net working capital for the period/annualised sales

Operating cash flow[1]

- Operating cashflow remains strong at $145.5M, broadly in-line with the pcp.
- EBITDA up 6.8% to $212.9M on the pcp.
- Cash EBITDA up $10.9M or 5.9% on the pcp.
- Cash conversion remains strong at 75%, expected to remain >70% in FY22.
- There are further amounts to be received late FY22 and early FY23, relating to the deferred settlement of two legacy Fibre properties of ~$32M.

Working Capital

- At a Group level, the increase in the movement in net working capital of ~$14M was broadly in line with the increase in EBITDA, up $13.6M.
- In Australia, the increase in the movement in total working capital, compared to the pcp, largely reflects the higher value of finished goods Cans inventory.
- In North America, the increase in total working capital was broadly in line with the increase in earnings.

Capex & Tax

- Tax payments of $45.5M reflect normal company tax payments, with the pcp reflecting a tax refund from the Fibre sale.
- Base capex of $18.2M during 1H22, down $3.2M. Growth capex of $22.7M, up $17.7M, includes investment on the new Can line & Ends Capacity (~$13M) and the Cullet beneficiation plant (~$7.3M).

Average working capital to sales

- Average total working capital to sales was 5.8% (6.9% in 1H21), with the decrease showing a continued disciplined focus on managing working capital.

Balance sheet and debt

A$ Million	Dec 21	June 21
Funds Employed (period end)	1,243	1,252
Net Debt	512	453
Equity	786	769
Leverage (x)[1]	1.6x	1.5x
RoAFE (%) [2]	24.8%	19.9%
Undrawn committed bank debt capacity	397	405

(1) Equal to Net Debt / trailing 12 months EBITDA
(2) Calculated as annualised 1H22 EBIT / trailing 12 month average funds employed.

Strong balance sheet provides operating and strategic flexibility

- Balance sheet remains strong and provides a solid foundation for the next phase of Orora's growth strategy.
- Preference continues to be the pursuit of growth, including an expansion of the Group's ANZ manufacturing facilities and North American investment.

$150M on-market buy back

- On-market buyback is ~20% complete.
- ~9.3M shares have been purchased at a cost of $31.5M; average purchase price of $3.37 per share.
- Buyback is forecast to be completed during 2022.

Committed to sensible debt levels and investment grade credit metrics

- Net Debt ~$512M as at 31 December 2021, up ~$59M since 30 June 2021.
- This increase in net debt primarily reflects the impact of increased debt arising from the share buyback of ~$31.5M, increased growth capex,~$10M FX increase on US dollar denominated debt, partially offset by stronger earnings.
- Leverage increased by 0.1x from 30 June 2021 to 1.6x.
- FY22 gross capex is expected to be ~200% of depreciation (excluding AASB16).

Interim 1H22 Dividend

- Interim dividend of 8.0 cents per share (unfranked).
- Interim dividend is up 23.1% or 1.5 cents per share versus 1H21.
- Key dates for interim dividend:
  - Ex-dividend date: 1 March 2022
  - Record date: 2 March 2022
  - Payment date: 30 March 2022
- Interim dividend represents a payout ratio of ~68[1]% of NPAT.
- Orora's target full year payout ratio is between 60 – 80% of NPAT.
- Dividend Reinvestment Plan has been suspended for the interim dividend and is expected to be suspended while the on-market buyback is undertaken.
- Given the Group's near term capital investment programs, and the tax effects of Australia's instant asset write-off legislation and other timing differences, the Group does not expect to frank future dividends until after FY23.

Interim 1H22 dividend

8.0 cps

+23.1%

Payout ratio [1]

~68%

(1) Payout ratio = 1H22 interim dividend of 8.0cps / 1H22 underlying EPS of 11.8cps

FY22 Perspectives & Outlook

Brian Lowe – Managing Director and CEO

Perspectives for FY22

Australasia

- Strength in Cans – subject to any COVID related production and supply chain disruptions, 24/7 operations across all sites expected to drive earnings growth in 2H22.
- Continue to implement cost reduction initiatives.
- Invest in capacity and asset upgrades:
  - Cans: ~10% additional capacity
  - Can Ends: ~40% additional capacity
  - Glass: Cullet beneficiation plant - completion late 2H22
- Underpinned by long term customer support, investments in Cans capacity expansion, mix improvements, asset upgrades and innovation.
- Historic China export wine bottle volumes have been replaced with new products, import replacements and growth in existing products into the beer and water categories – with growth expected in 2H22.

North America

- Build on continued operating and performance momentum in OPS & OV – driving further earnings, cost efficiency and margin expansion.
- Pass through of substrate and other input cost increases expected to continue.
- OPS EBIT margin 5.2% in 1H22; this is expected to improve over time, noting seasonality of OPS earnings weighted to the first half.
- Improved OV operating and performance momentum, underpinned by an increase in confidence to generate strong earnings growth in the near term.

Cashflow & Capex

- Ongoing investment in existing businesses - base and growth capex.
- FY22 Capex (base) to be ~80% of underlying depreciation (excluding depreciation of leases).
- Group cash conversion of >70% in FY22.

Capital

- FY22 total dividend expected to be towards the top end of target 60%-80% payout range.
- With the business platforms now stabilised and scalable, expansion of product and service capabilities for OPS, including through M&A, will be a focus throughout 2022 and beyond.
- $150M buyback to continue in 2022.

FY22 Outlook

- Positive operating and earnings momentum is expected to continue for the Orora group throughout FY22, correspondingly we are forecasting FY22 EBIT to be higher than FY21.
- In Australasia, EBIT growth is expected for the Beverage business in 2H22, with FY22 EBIT to be broadly in line with FY21.
- In North America, with sustained improvement in the performance of both OPS and OV, we expect 2H22 EBIT to be up on pcp with continued strong earnings growth for the full year.
- This outlook remains subject to global and domestic economic conditions, currency fluctuations and the continuing impacts of the COVID-19 pandemic.

APPENDIX

1H22

Orora applies a returns-focused, risk-weighted approach to investment and capital management decisions

ORORA

Shareholder value blueprint

TSR COMPONENT	ORGANIC GROWTH		RETURNS-FOCUSED INVESTMENT			CAPITAL MANAGEMENT		
STRATEGIC PILLAR	Optimise to Grow			Enhance & Expand	Enter new segments	Balanced & disciplined approach to capital allocation		
ELEMENT	Australasia	North America	Capital investment	Acquisitions		Sustainable dividend	Potential additional capital returns	Sensible leverage
	• *GDP sales growth* • *Enhanced by innovation and customer wins*	• *GDP sales growth* • *Supplemented by market share gains and increased share of wallet*	• *Enhance digital capabilities, particularly in North America* • *Enhance sustainability, capacity and product capabilities across portfolio* • *Customer-backed growth projects*	• *Beverage footprint expansion in ANZ and offshore* • *Expand aluminium and glass product capability in ANZ* • *Expand product & service capabilities in North America*	• *Complementary adjacencies – near-term focus in ANZ*	• *Payout ratio of 60% – 80%* • *Franked to the extent possible*	• *Assessed when appropriate* • *On- or off-market buybacks* • *Special dividends/ capital returns*	• *Target leverage at 2.0 – 2.5x EBITDA (excluding AASB 16)*

RETURN TARGETS — Lower ← Premium to WACC → Higher