ORORA

Financial Results

Half Year Ended 31 December 2022

16 February 2023

Important information

Forward Looking Statements

This presentation contains forward looking statements that involve subjective judgment and analysis and are subject to significant uncertainties, risks and contingencies, many of which are outside the control of, and are unknown to Orora. Forward looking statements can generally be identified by the use of forward looking words such as “may”, “will”, “expect”, “intend”, “forecast”, “plan”, “seeks”, “estimate”, “anticipate”, “believe”, “continue”, or similar words. Indicators of and guidance on future earnings and financial position are also forward looking statements.

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No offer of securities

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Non-IFRS information

Throughout this presentation, Orora has included certain non-IFRS financial information. This information is presented to assist in making appropriate comparisons with prior periods and to assess the operating performance of the business. Orora uses these measures to assess the performance of the business and believes that the information is useful to investors. All non-IFRS information unless otherwise stated has not been extracted from Orora’s financial statements and has not been subject to audit or review.

The following notes apply to the entire document.

All currency amounts are in Australian dollars unless stated otherwise. All amounts are presented inclusive of AASB 16 Leases unless stated otherwise.

The financial periods presented in this report represent underlying earnings from continuing operations of the Group, excluding the impact of significant items, unless otherwise stated.

Discontinued Operations:

1H23 – no net significant items

1H22 – the net significant item expense after tax of $2.4m relates to tax expense recognised upon finalisation of the tax position of the Australasian Fibre business and the filing of associated tax returns with tax authorities

1H23 Highlights and Group Strategy

Brian Lowe

Managing Director & Chief Executive Officer

1H23 financial highlights

Revenue

$2,264.5m

13.9% increase

+6.6% constant currency

Earnings Before Interest and Tax (EBIT)

$165.8m

7.3% increase

+2.4% constant currency

Underlying Net Profit After Tax (NPAT)

$108.1m

5.3% increase

+0.5% constant currency

Underlying Earnings Per Share (EPS)

12.8cps

8.5% increase

RoAFE %

21.6%

10bps decrease[2]

Underlying operating cash flow

$161.1m

10.7% increase
Cash conversion of 75.2%[1]

Interim Dividend (per share)

8.5 cps

+0.5 cps or 6.3% vs 1H22
66.4% payout ratio

Leverage

1.9x

0.1x increase vs June 2022

Total capex spend invested in the business

$84.8m

270% of depreciation

- Disciplined execution of strategy delivers a solid increase in Group earnings, with EBIT and NPAT up 7.3% and 5.3% respectively
- Earnings growth driven by business optimisation gains in North America, offset by timing impacts of elevated inflation
- Underlying EPS increased 8.5% to 12.8 cents per share
- Continued robust cash generation with underlying operating cash flow of $161.1m and strong cash conversion at 75.2%[1]
- Increased capital expenditure to support future earnings growth with total capex up $43.9m to $84.8m; growth capex up $40.8m to $63.5m
- RoAFE of 21.6%, slightly down from 1H22
- Strong balance sheet with leverage ratio of 1.9x
- Interim dividend of 8.5 cps (unfranked), up 6.3% or 0.5 cps, from 1H22
- Group well-positioned for further investment and growth

1. Excludes G3 furnace rebuild capex of $5.2m in 1H23
2. 1H22 RoAFE restated as trailing 12-month EBIT / trailing 12-month average funds employed

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1H23 operating and segment highlights

Strong earnings growth in North America with a resilient earnings performance in Australasia

North America

Revenue (USD) up 2.6%

Revenue growth led by OPS, with price increases a key driver

EBIT (USD) up 10.2%

Continued business optimisation gains with embedded pricing disciplines

- **2.6% revenue growth** (up 12.0% on a reported basis) driven by pricing disciplines in Distribution, partially offset by volume softness in Manufacturing
- **Local currency EBIT up 10.2% to US$56.8m**, driven by strong performance in Distribution, reflecting continued business optimisation gains and active account profitability management
- OV operations aligned under OPS to drive operational and performance benefits
- Incremental margin accretion of 30bps in North America to 4.9%; **OPS EBIT margin increased by 30bps to 5.5%**

Australasia

Revenue up 20.6%

Increase in revenue supported by 3% net volume growth

EBIT down 3.5%

Reflects timing of inflationary impacts, and lower glass volumes

- **Revenue growth of 20.6%** driven by:
  - 3.0% net volume growth
  - 10.8% higher aluminium cost passthrough
  - 6.8% cost inflation recoveries
- **EBIT in line with expectations for 1H23, down 3.5% to $81.1m**, reflecting the growth in Cans across all formats, offset by short-term inflationary pressures and lower glass volumes
- **EBIT margin of 15.2%** primarily reflects the dilutionary impact of higher aluminium costs, and other inflationary impacts passed through to customers

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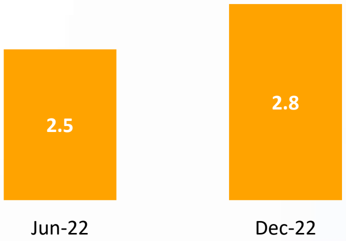
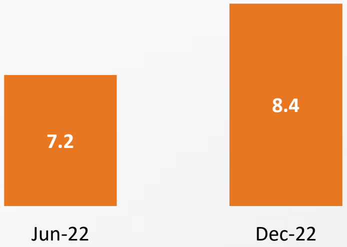
Orora safety performance update

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 and medical treatment) / Total number of hours worked for employees and contractors) x 1,000,000

Update on our approach to improving safety

- No Serious Injuries or Fatalities
- There has been a rise in low severity injuries which has resulted in an increase in LTIFR and RCFR, predominantly in North America
- As this is a disappointing outcome, we continue to drive health and safety improvement programs to achieve a turnaround in these results
- This includes an increased focus on safety culture and performance, capital investment in safety initiatives and risk awareness programs
- Orora's Global Integrated Safety Improvement Program (GISIP) is progressing to plan, focusing on high-risk activities, improving effectiveness of critical controls, incident reporting and governance processes
- Roll out of Stay Safe rules targeting top-10 high-risk activities
- Challenges of operating during COVID-19 have reduced, with measures in place based on local risk of transmission at site

Compelling investment proposition

Orora provides investors with a robust and defensive earnings profile with attractive growth upside

- **Leadership positions in attractive markets**
- **Robust and diversified business model**
- **Well invested assets and defensive growth profile**
- **Long term customer trading relationships**
- **Disciplined approach to capital allocation**
- **Strong financial track record and strong growth prospects**
- **Experienced stable management team**
- **Favourably positioned in sustainability**

Orora's strategic advantage

	North America	Australasia
	Vertically integrated provider of custom packaging solutions	**Leading designer and manufacturer of multi-substrate beverage packaging**
Attractive market positions	• **Top five market position** • Significant **growth opportunities** given fragmented US$50 billion market	• **Top two market positions** in Cans, Glass and Metal Closures • **National coverage** across ANZ
Embedded and longstanding customer relationships	• **Broad customer reach** with no single customer comprising >5% of revenue • **Strong customer loyalty**, underpinned by 10+ year relationship with most large customers; bespoke and typically "sticky" relationships	• **Comprehensive market coverage** • **Key customer volumes secured through long term contracts** with track record of contract extensions and renewals
Differentiated value proposition	• **Vertically integrated business** with deep product expertise and design capabilities • **Brand management partner for 11,000+ customers'** packaging and visual graphics needs • **Breadth of value-added services,** including structural and graphic design, product testing and lifecycle analysis, fulfillment and supply chain optimisation, equipment supply and automation • **Deeply experienced sales teams** with longstanding customer relationships	• **Multi-substrate beverage capability** • Leading **design and decoration** capabilities • **Sustainability advantage** – infinitely recyclable aluminium and glass products • **High product quality** and consistency of supply • **Digitally-enabled** business model
Privileged asset position	• **14 manufacturing and 100 distribution sites** across North America, Europe and Asia • **3,000+ team members**, including **200+ sales team members** • Customer centric sales culture – **extremely low customer churn** • **Trusted channel partner for leading suppliers** with long-term supply partner relationships	• **Eight well invested and maintained manufacturing sites** with ~$325m being invested over next circa three years to enhance capacity and capabilities across network • **1,000+ team members**

Progressing our strategy

Disciplined execution of our strategy to drive sustainable earnings growth

North America – 1H23 Progress

- ✓ Continued improvement in OPS financial performance and operating discipline, with EBIT margin up 30bps to 5.5%
- ✓ Profitable growth driven by Distribution, with salesforce alignment including embedding account profitability and pricing disciplines
- ✓ Ongoing development work on business model enhancement and optimisation, including improved digital platforms, customer interaction and automation
- ✓ OV operations aligned under OPS to support operational and back-office efficiencies, and to optimise growth opportunities
- ✓ Continued investment in growing OPS sales resources and capabilities

Australasia – 1H23 Progress

- ✓ Execution of long-term contract for key Cans customer
- ✓ Production efficiencies delivering volume growth in Cans
- ✓ Ongoing redeployment of Glass capacity – continued growth in non-wine categories
- ✓ Significant capex investment providing future earnings growth and to meet increased customer demand in Cans whilst delivering on sustainability commitments
  - Ballarat ends capacity growth project to be completed by March 2023
  - New multi-size cans line at Dandenong to be completed by June 2023
  - Cullet Beneficiation Plant now operational

North America – FY23+ Priorities

- Continued focus on account profitability and salesforce effectiveness to drive earnings growth
- Continued enhancement of business model and leveraging digital platform investments to further streamline processes
- Extend OPS product and service offering, broaden customer base and expand custom packaging capabilities, including sustainability-related offerings
- Assess OPS manufacturing footprint and consider scale expansion and consolidation opportunities
- Continue active assessment of M&A opportunities

Australasia – FY23+ Priorities

- Successfully execute and commission capacity expansion in Cans and sustainability projects
- Optimisation of Glass product mix
- Enhance digital capabilities
- Drive supply chain excellence and pursue further automation
- Continue to explore business expansion opportunities, new product development, and potential adjacencies

Financial Results

Shaun Hughes
Chief Financial Officer

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1H23 Group Financial Performance

Underlying ($m)	1H23	1H22	Var$	Var%	CC%
Revenue	**2,264.5**	**1,988.6**	**275.9**	**13.9%**	**6.6%**
EBITDA	225.9	212.9	13.0	6.1%	1.1%
Depreciation and amortisation	(60.1)	(58.4)	(1.7)	(2.9%)	2.3%
EBIT	**165.8**	**154.5**	**11.3**	**7.3%**	**2.4%**
Net finance costs	(21.1)	(13.1)	(8.0)	(61.1%)	(53.7%)
Profit Before Tax	144.7	141.4	3.3	2.3%	(2.4%)
NPAT	**108.1**	**102.7**	**5.4**	**5.3%**	**0.5%**
EPS (cents per share)[1]	**12.8**	**11.8**	**1.0**	**8.5%**	

Statutory ($m)	1H23	1H22	Var$	Var%
EBIT	165.8	154.5	11.3	7.3%
Profit Before Tax	144.7	141.4	3.3	2.3%
NPAT from continuing operations	108.1	102.7	5.4	5.3%
Significant item – net profit / (loss) of sale of Australian Fibre	-	(2.4)	2.4	>100%
NPAT post discontinued operations	108.1	100.3	7.8	7.8%
EPS (cents per share)[1]	12.8	11.5	1.3	11.3%

- Revenue up 13.9%, driven by a 20.6% increase in Australasia and a 12.0% increase in North America
- Underlying EBIT of $165.8m, up 7.3%, or 2.4% on a constant currency basis, driven by a 10.2% or US$5.3m increase in North America
- Underlying NPAT of $108.1m, up 5.3% or 0.5% on a constant currency basis, reflects the higher EBIT (up $11.3m) offset by higher net finance costs (up $8.0m)
- Higher finance costs in 1H23 reflects the impact of higher gross debt from the on-market buyback in FY22, higher capex investments and elevated base interest rates
- Underlying EPS growth of 8.5% driven by higher EBIT (up 7.3%) and impact of the on-market share buybacks in FY21 and FY22, partially offset by higher finance costs

1. Calculated as NPAT / weighted average ordinary shares (net of Treasury Shares) of 843.1m (1H22: 874.2m)

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1H23 North America financial highlights

Revenue (USD)

$1,159.8m

2.6% increase

EBIT (USD)

$56.8m

10.2% increase

Underlying Operating cash flow (USD)

$62.7m

86.2% cash conversion

EBIT margin

4.9%

30bps increase

RoAFE %

20.4%

220bps increase[1]

Total capex invested in the business (USD)

$5.4m

76% of depreciation

Business performance

- Continued strong earnings growth in North America, with EBIT up 10.2%, revenue up 2.6%, and further margin improvement
- Strong earnings growth in Distribution driven by continued improvements in account profitability, further operating efficiencies and cost to serve, and ensuring strong pricing disciplines to manage inflation
- Manufacturing volumes down in line with the broader industry, with earnings performance supported by strong pricing disciplines
- North American EBIT margin increased by 30bps to 4.9%, driven by margin accretion across all businesses
- OPS EBIT margin increased by 30bps to 5.5%, reflecting the ongoing impact of improving customer account profitability, and effectively managing input and supply cost inflation

Cash flow and investment

- Continued strong cash conversion of 86.2%, up from 1H22 of 76.0%
- Underlying operating cash flow of US$62.7m, with a US$17.3m or 38.1% increase on pcp, attributable to higher cash EBITDA, lower base capex and lower working capital
- Capex invested of US$5.4m was slightly lower than 1H22 of US$7.2m
- RoAFE of 20.4%, up 220bps, driven by the increase in North American earnings

1. 1H22 RoAFE restated as trailing 12-month EBIT / trailing 12-month average funds employed

1H23 Australasia financial highlights

Revenue

$534.2m

20.6% increase

EBIT

$81.1m

3.5% decrease

Underlying Operating cash flow

$67.7m

64.8% cash conversion[1]

EBIT Margin

15.2%

380bps decrease

RoAFE %

23.0%

250bps decrease[2]

Total capex invested in the business

$76.5m

371% of depreciation

Business Performance

- Revenue growth of 20.6% driven by 3.0% net volume growth, 10.8% higher aluminium cost passthrough and 6.8% cost inflation recoveries
- Continued strong Cans volume demand, with revenue benefiting from both a growth in Cans volumes, and improved mix versus pcp
- Glass revenue and earnings declined versus the pcp, reflecting a slowdown in commercial wine and beer bottles, partially offset by other glass categories
- EBIT in line with expectations for 1H23, down 3.5%, reflecting:
  - Continued strong Cans volumes and an improvement in mix
  - Lower wine and beer bottle sales, and a change in product mix to lower profit margin glass categories
  - Timing of inflationary pressures partially offset by cost recoveries and improvement in operating efficiencies
- EBIT margin decline primarily reflects the dilutionary impact of higher aluminium costs, and other inflationary impacts passed through to customers

Cash flow and Investment

- Underlying operating cash flow of $67.7m was $15.8m or 18.9% below the pcp as a result of lower EBITDA, increase in working capital and higher base capex
- The increase in working capital largely reflects higher Glass inventory, partially offset by a depletion of Cans finished goods
- Multiple year growth capex program to underpin incremental future earnings growth over the medium term
- Capex of $76.5m, including the new Cans line and ends capacity ($28.9m), Oxygen Plant ($9.1m), G3 furnace rebuild ($5.2m) and Cullet Beneficiation Plant ($2.2m)
- RoAFE declined 250bps to 23.0%, reflecting higher working capital

1. Excludes G3 furnace rebuild capex of $5.2m in 1H23
2. 1H22 RoAFE restated as trailing 12-month EBIT / trailing 12-month average funds employed

Operating cash flow

$m	1H23	1H22	Var$	Var%
EBITDA	**225.9**	**212.9**	**13.0**	**6.1%**
Lease payments	(31.2)	(29.6)	(1.6)	
Non-cash items	26.5	10.8	15.7	
Cash EBITDA	**221.2**	**194.1**	**27.1**	**14.0%**
Movement in working capital	(38.9)	(30.7)	(8.2)	
Base capex	(21.3)	(18.2)	(3.1)	
Sale proceeds	0.1	0.3	(0.2)	
Underlying operating cash flow[1]	**161.1**	**145.5**	**15.6**	**10.7%**
Cash significant items	(20.5)	(12.2)	(8.3)	
Operating free cash flow	**140.6**	**133.3**	**7.3**	**5.5%**
Interest	(15.9)	(8.9)	(7.0)	
Tax	(28.3)	(45.5)	17.2	
Growth capex	(63.5)	(22.7)	(40.8)	
Free cash flow available to shareholders	**32.9**	**56.2**	**(23.3)**	**(41.4%)**
Cash conversion[2]	**75.2%**	**75.0%**		

- Underlying operating cash flow of $161.1m was $15.6m higher than the pcp, driven by earnings growth of $13.0m, partially offset by an increase in working capital and higher base capex
- Cash EBITDA increased $27.1m or 14.0% to $221.2m
- Cash conversion of 75.2% (excluding G3 furnace rebuild) remains strong
- The increase in working capital, up $8.2m versus the pcp, is largely attributable to higher Glass inventory, partially offset by a depletion of Cans finished goods; with the overall increase broadly in line with the increase in EBITDA (up $13.0m)
- Growth capex of $63.5m is up $40.8m on the pcp as a result of the investment in a new canning line, cans ends capacity, as well as the G3 Oxygen Plant
- Interest payments of $15.9m were $7.0m higher than the pcp, primarily reflecting the impact of increased gross debt from the on-market buyback in FY22, capex investments in 1H23 and higher base interest rates
- Tax payments of $28.3m are lower than the pcp due timing of FY22 payments

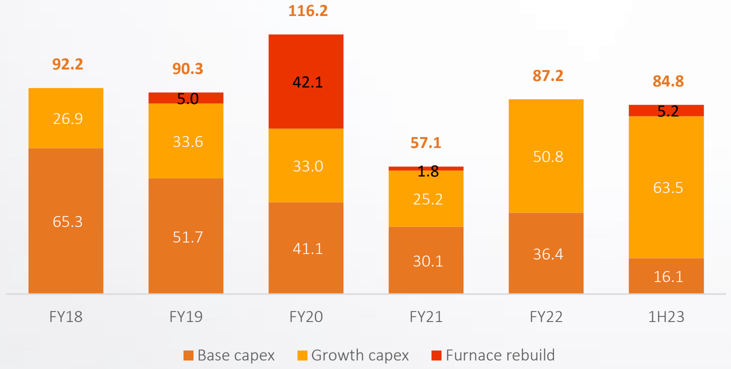
1. Underlying operating cash flow excludes cash flow from discontinuing operations and significant items
2. Cash conversion measured as underlying operating cash flow / cash EBITDA. Excludes G3 furnace rebuild capex of $5.2m in 1H23

Group capex profile

Growth capex underpins incremental future earnings growth

Base and Growth capex ($m)

Continuing operations



Significant ongoing capex projects

Initiative	Type	Purpose	Spend Period	Capital Spend
Cans - Ballarat ends capacity expansion	Growth	+40% capacity	FY22 – FY23	~$30m
Cans - Dandenong second canning line	Growth	+10% capacity	FY22 – FY23	~$80m
Cans - Revesby second canning line	Growth	+10% capacity	FY23 - FY25	~$85m
Glass - G3 furnace rebuild (oxyfuel)	Base	Rebuild	FY23 - FY25	~$90m
Glass - Oxygen plant	Growth	Sustainability	FY23 - FY25	~$40m[1]

- Growth capex investment to fund a step-change in capacity and drive further earnings growth for Cans:
  - Ballarat ends capacity: fully operational March 2023, supports Cans line growth
  - Dandenong second canning line: operational by June 2023, +10% capacity, to be progressively filled over 2 – 3 years
  - Revesby second canning line: operational FY25, +10% capacity
- Cans capex program provides needed capacity to meet continued growing contracted customer demand
- Commitment to sustainability through commissioning of Cullet Beneficiation Plant in August 2022 and investment in oxygen plant (oxyfuel technology) for future glass furnace rebuilds
- Total capex expected to be ~$230m in FY23 – Growth capex of ~$150m
- Growth capex projects are expected to generate a minimum 15% return once fully utilised

1. Gross capital commitment with $12.5m of Government funding

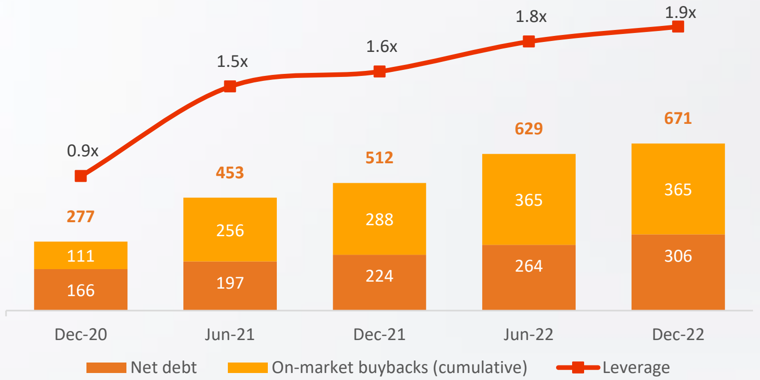
Balance sheet and net debt

Strong balance sheet providing operating and strategic flexibility to support Orora's growth strategy

Balance sheet

$m	1H23	FY22
Average funds employed	1,372.8	1,275.6
Net debt	670.8	629.0
Net assets	784.6	731.7
Leverage (x)[1]	1.9x	1.8x
Undrawn committed bank debt capacity	415.2	372.4

Net debt and leverage ratio



- Disciplined approach to capital deployment and working capital management ensures the balance sheet remains strong to pursue organic and inorganic investment
- Leverage ratio of 1.9x, with a long-term target of 2.0x – 2.5x
- Net debt of $670.8m at December 2022, up $41.8m attributable to the investment in working capital, higher capex spend, the FX increase on USD debt facilities, and partially offset by higher earnings
- Committed undrawn debt facilities of $415.2m with an average committed debt maturity of 1.9 years at December 2022 (total liquidity of $500.3m)
- Committed debt facilities increased by ~$110m in 1H23, and a further $200m in January 2023 to provide additional headroom to fund investment and growth, and for capacity to re-pay maturing debt facilities in July 2023
- Growth capex will drive a short-term increase in leverage before associated earnings flow from FY24

1. Calculated as net debt / trailing 12-month EBITDA

Interim 1H23 Dividend

6.3% dividend growth reflects underlying earnings performance

1H23 interim dividend

8.5 cps

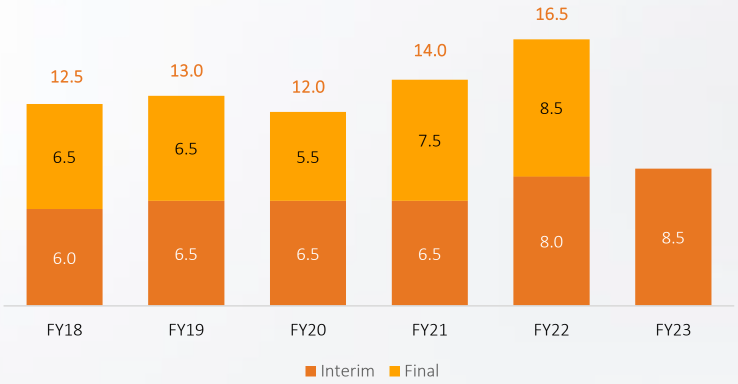
+0.5 cps
6.3% increase

Payout ratio

66.4%

60-80% target payout ratio (1H22: 68%)

Ordinary dividends per share (cps)



- Interim dividend of 8.5 cents per share (unfranked)
- This represents a 0.5 cents or 6.3% increase from 1H22
- Half year underlying dividend payout ratio of 66.4% (1H22:68%); target payout ratio: 60 – 80%
- The Dividend Reinvestment Plan will be operative for this dividend, with shares purchased on market to meet DRP obligations

- Key dates for final dividend:
  - Ex-dividend date: 1 March 2023
  - Record date: 2 March 2023
  - Payment date: 12 April 2023
- Given the Group's near-term capital investment programs, and the tax effects of Australia's instant asset write-off legislation, the Group does not expect to frank future dividends until after FY24

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Sustainability Update

Brian Lowe
Managing Director & Chief Executive Officer

1H23 sustainability performance highlights

We continue to invest and make good progress with our sustainability goals and commitments

Circular Economy

- Significant steps made towards our 60% recycled content target in manufactured glass products (FY22: 38%)
- Cullet Beneficiation Plant now operational enabling step-change increase in glass recycled content
- Continued focus to drive recycled content in OPS manufactured corrugated board (FY22: 54%)
- Increased utilisation of eco-friendly printable fabric, comprising 100% recycled content from recycled PET bottles

Climate Change

- On-track to achieve a 40% reduction in greenhouse gas emissions for Scope 1 and 2 by 2035
- Contract signed to upgrade G3 furnace to oxyfuelled technology in 2024 – enabling a ~20% reduction in G3 furnace CO_2 emissions and moving it into top 10% of energy efficient furnaces worldwide
- New solar PPA executed, enhancing renewable energy supply
- Continued procurement of warehouse-based Electric Vehicles as leases arise for renewal in OPS

Community

- Rollout of Our Orora Culture Shaping workshops to move culture from ‘good’ to ‘great’
- Women in Leadership at Orora (WILO) program in its seventh year
- Submitted third modern slavery statement
- Ongoing focus on DEI activities and progress against objectives

FY23 Perspectives and Outlook

Brian Lowe

Managing Director & Chief Executive Officer

Perspectives for FY23

Disciplined execution of our strategy to drive sustainable earnings growth

North America

- Kelly Barlow appointed President of OPS
- Build on current momentum to drive further earnings growth
- Inflationary pressures stabilising with pricing disciplines firmly embedded
- Continuing to invest in additional sales resources in Manufacturing and Distribution to drive long-term volume growth
- Distribution continues to perform well with operational improvements continuing to deliver earnings growth
- Manufacturing expected to be impacted by softness in the US economy
- Assess OPS manufacturing footprint and consider scale expansion and consolidation opportunities

Australasia

- Expected growth in Cans driven by volume growth and product mix optimisation
- Softness in consumer demand for Australian commercial wine bottles – export and domestic sales
- Continued focus on inflationary pressures – 1H23 EBIT decline in line with expectations, ahead of price changes effective in 2H23
- Drive and enhance digital capability and supply chain excellence
- Commissioning of Dandenong multi-size canning line by June 2023 and Ballarat Cans ends capacity expansion (March 2023), with incremental earnings to flow from FY24
- Continued focus on sustainability post commissioning of Cullet Beneficiation Plant in 1H23, and advancement of Oxygen Plant (for oxyfuel technology) for G3 furnace

Market conditions

- Ongoing economic market headwinds with inflation, energy cost and supply chain pressures persisting
- Revenue and margin protection with continuation of price pass-throughs and CPI / cost-basket contract mechanisms, and the opportunity for further out-of-cycle contract discussions given the magnitude of cost inflationary pressures
- Energy costs well managed in Australasia with ~80% of electricity covered by wind farm / fixed retail contracts, and ~99% of gas contracted

Cash flow and capital management

- Dividends expected to be towards top end of target 60-80% payout range in FY23
- Cash conversion (excluding G3 furnace rebuild) of greater than 70%
- Continued significant investment in capacity expansion, asset upgrades, innovation and sustainability initiatives
- Continue active assessment of M&A opportunities

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FY23 outlook

- The Orora Group earnings are expected to be higher in FY23, reflecting the resilience of the business in what is a challenging year of economic conditions
- In North America, we expect 2H23 EBIT to be up on 2H22, delivering EBIT growth for the full year
- In Australasia, we expect 2H23 EBIT to be up on 2H22, with FY23 EBIT to be broadly in line with FY22
- This outlook remains subject to global and domestic economic conditions, currency fluctuations and the continuing impacts of the COVID-19 pandemic

Supporting Information

Shareholder value blueprint

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

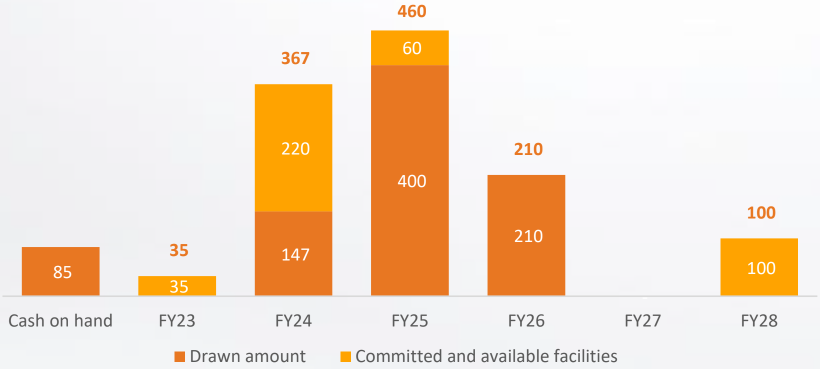
TSR COMPONENT	ORGANIC GROWTH		RETURNS-FOCUSED INVESTMENT			CAPITAL MANAGEMENT		
STRATEGIC PILLAR	Optimise to Grow			Enhance and Expand	Enter new segments	Disciplined approach to capital allocation		
ELEMENT	Australasia	North America	Capital investment	Acquisitions		Sustainable dividend	Potential additional 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 and 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					

ORORA

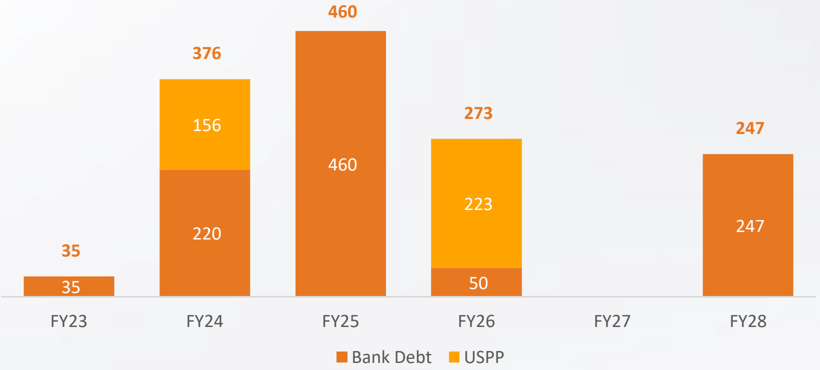
Liquidity and debt maturity profile

Strong liquidity and debt facilities to support growth investments and repayment of maturing debt facilities

Liquidity Profile ($m)
As at 31 December 2022



Debt Maturity Profile ($m)
Reflects new bilateral facilities established in January 2023



Statutory to underlying reconciliations

Statutory to underlying results	1H23			1H22		
($m)	EBIT	PBT	NPAT	EBIT	PBT	NPAT
Statutory result	**165.8**	**144.7**	**108.1**	**154.5**	**141.4**	**100.3**
Add significant items:						
- Discontinued operations – net (profit) / loss on sale of Australasian Fibre	-	-	-	-	-	2.4
Underlying result[1]	**165.8**	**144.7**	**108.1**	**154.5**	**141.4**	**102.7**

Statutory operating cash flow to underlying operating cash flow ($m)	1H23	1H22
Statutory net cash flow from operating activities	**143.9**	**121.4**
Less net base capex / sale proceeds	(21.2)	(17.9)
Less lease repayments	(31.2)	(29.6)
Add net external interest and finance charges on RoU assets	20.8	13.9
Add tax paid / (received)	28.3	45.5
Add cash significant items	20.5	12.2
Underlying operating cash flow[2]	**161.1**	**145.5**

1. Underlying result is a non-GAAP measure which adjusts for the effects of one-off significant items
2. Underlying operating cash flow is a non-GAAP measure which adjusts for the effects of certain items included / excluded in the statutory net cash flow from operating activities