



2026
Sustainability
Report

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Leadership Message

For more than 120 years, O-I has helped brands bring products to market in glass packaging that consumers know, trust, and value. We have helped transform the glass industry—weathering challenges, adapting to change, and delivering on our commitments. Our history is more than a legacy—it is integral to who we are today. It is the foundation for the role we play today as a glass packaging partner to many, including leading food and beverage brands worldwide. As consumers, customers, communities, and regulators place greater expectations on packaging, our heritage of resilience, perseverance, and grit continues to define our path forward.

We have demonstrated that we can set ambitious goals and achieve them. In 2024, we met our initial 25% greenhouse gas reduction target, six years ahead of schedule, and surpassed our 40% renewable electricity goal. And rather than slowing down, we raised the bar, setting even more ambitious targets for 2030. This includes a new SBTi Scope 1 and 2 emissions reduction goal (subject to SBTi confirmation). These

are not aspirations without action—they are goals grounded in a proven track record.

We believe the future of glass depends on partnership across the value chain. By improving how we operate, investing in lower-carbon solutions, increasing recycled content where possible, and working closely with customers, suppliers, and communities—O-I is helping brands grow with glass while reducing the impact of the packaging consumers trust every day.

At the core of our strategy is a simple but powerful truth: sustainable practices and business performance are not competing priorities—they are inherently linked. At O-I, sustainability is about using fewer resources, reducing waste, and operating more efficiently. It is about managing our impacts and creating value for the stakeholders we serve—our customers, our investors, our employees, our communities, and the environment. Sustainability is smart business, and O-I is building the systems, data, and accountability needed to sustain progress over time.



O-I Sustainability Goals Scorecard

	Initial Sustainability Goals	2024 Performance	UPDATED 2030 Targets**	2025 Performance
 EMISSIONS	Reduce GHG EMISSIONS 25%* from 2017, aligned with a 2°C climate change pathway.	GOAL ACHIEVED: Fulfilled original SBTi target aligned to a 2°C climate change pathway.	Reduce GHG EMISSIONS 50% by 2030 (aligned with a 1.5°C climate change pathway).*	4,406,617 tons of CO ₂ e, a 28% reduction from 2019.
 ENERGY	Reach 40% GLOBAL RENEWABLE ELECTRICITY use.	GOAL ACHIEVED: 51% global renewable electricity volume.	Reach 80% RENEWABLE ELECTRICITY use.	65% global renewable electricity volume.
 RECYCLED CONTENT	Increase RECYCLED CONTENT to 50% average (external by tons packed).	41% recycled content on average.	Increase RECYCLED CONTENT to 60% average (external by tons packed).	42% recycled content on average.
 SAFETY	Our goal is always zero injuries and illnesses. As we work toward that goal, we are committed to a 50% IMPROVEMENT of TRIR (Total Recordable Incident Rate) from 2019.	TRIR for O-I employees was 1.48, a 48% decrease from 2019.	Goal remains consistent—a 50% IMPROVEMENT of TRIR from 2019.	TRIR for O-I employees was 1.63, a 42% decrease from 2019.

2025 was a year focused on operational optimization for O-I. We are identifying and implementing practical solutions that reduce energy consumption, lower GHG emissions, and deliver meaningful cost savings. Our global Spark Team, dedicated to identifying and achieving energy savings, drove initiatives to monitor performance, share best practices, and identify opportunities to reduce energy consumption and improve energy efficiency, contributing to our greenhouse gas (GHG) reduction goal. In 2025, hundreds of energy-saving projects generated significant cost savings and nearly 133,000 tons of CO₂ savings—demonstrating that operational efficiency and environmental responsibility can go hand in hand.

We are currently advancing our strategy through the full energy equation: reducing demand while transitioning to lower-carbon and renewable energy sources. In 2025, we increased our global renewable electricity consumption to 65% from renewable energy certificates, including achieving 100% renewable electricity in our Continental Europe operations in 2025.

O-I is leveraging proven technologies while continuing to innovate. We deployed advanced furnace technologies across several plants in 2025—including a €55 million investment at Gironcourt, France, for a rebuild resulting in initial energy savings of up to 40%—and tested biofuels in a glass-melting furnace. Through these initiatives, we are working to form a more efficient, more resilient foundation for the future. A foundation that we can build upon by replicating best practices and technological successes.

This work is not happening in isolation. We are partnering across our value chain—working with customers, suppliers, and communities to drive progress at scale. Many of our customers are under pressure to reduce their own GHG emissions, and when we succeed, we help them succeed. O-I launched a direct supplier engagement campaign in 2025 to secure agreement to our Supplier Guiding Principles, which include emissions reductions and other sustainability elements. We continue to collaborate closely with customers, glass processors, and other value-chain partners to nurture successful recycling ecosystems that positively impact communities, enhance

circularity, and enable increased recycled content in our glass—which improves the carbon footprint of our products and those of our customers. Together, we are unlocking new opportunities, strengthening relationships, and working to put the sustainable power of glass within reach for everyone, every day.

By the end of 2025, our efforts to reduce GHG emissions, coupled with certain strategic changes to our operations, resulted in a 28% reduction in Scope 1 and 2 emissions compared to our 2019 baseline.

Beyond decarbonization, O-I is working to manage our impacts on the environment and people. Improvements of our environmental impacts, such as air emissions, water consumption, and waste, are driven through our Environmental, Health and Safety Management System (EHSMS). Our EHS teams strive for excellence by focusing on risk mitigation, incident prevention, sharing best practices, fostering positive behavioral change, and increasing awareness.

The EHSMS is also driving our initiatives to double down on our safety culture. We are reinforcing our safety commitment, delivering targeted training, and centralizing

our focus on “stop, think, protect.” To pause and be present before starting a task; to assess the risks to self and others; and to protect all by speaking up when something is wrong and taking action to help set it right. As we move through challenges and a changing landscape, O-I remains committed to actively caring for people and the environment.

As we continue to execute our strategy and strive for ever more efficient and effective ways to deliver value sustainably, we do so with confidence—not because the path is easy, but because we have walked it before. Whatever challenges may come, we will meet them with the same grit, determination, and resilience that have defined us for more than a century, continuing to build a sustainable business equipped for the future.



Randy Burns
(He/Him)
Chief Administrative &
Sustainability Officer

At the core of our strategy is a simple but powerful truth: sustainability and business performance are not competing priorities—they are inherently linked. Sustainability is smart business.



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General Information

Basis for Preparation

O-I Glass, Inc. is reporting the information in this statement for the period from January 1, 2025, to December 31, 2025. This sustainability reporting statement is prepared on a globally consolidated basis.

The report covers 67 plants over which we had operational control at the beginning of 2025, 64 of which were actively operating. Three of the 64 plants were permanently closed in 2025. When reporting data from plants closed during 2025, data will be included through the period in which the company maintained operational control.

The reporting scope is specific to O-I’s glass container business. The exception to this reporting boundary is corporate-level reporting, such as employee-related and health and safety data.

Environmental, Social, and Governance topics covered in this report were evaluated

and identified through a double materiality assessment (DMA) for sustainability disclosure. O-I’s DMA evaluated our value chain as a whole, including upstream, our operations, and downstream, to identify our impacts, risks, and opportunities (IROs).

This report strives to provide stakeholders with insight into our most recent assessment. O-I has made a concerted effort to enhance our transparency on sustainability topics. We have bolstered our data governance and controls to enable better accuracy.

This voluntary sustainability report has been prepared to provide transparency on selected sustainability topics, to inform stakeholders of relevant sustainability topics, and to support internal readiness for potential future reporting requirements. The report reflects the company’s current understanding of evolving sustainability standards, which remain subject to further development, interpretation, and amendment.

References to materiality in this report are made solely in the context of sustainability considerations and should not be interpreted as corresponding to or related to materiality under U.S. securities laws, common law, or accounting standards. In particular, this report considers sustainability topics through a broad lens, including impacts on the environment and society, as well as risks and opportunities related to sustainability matters. This approach differs from the concept of materiality used in the preparation of the company’s filings with the U.S. Securities and Exchange Commission (SEC). Nothing in this report should be construed as modifying, supplementing, or redefining materiality generally as well as applied in the company’s U.S. financial statements or SEC filings.

This report does not constitute, and should not be relied upon as, a representation of compliance with any particular sustainability reporting framework. The company may update its approach and disclosures as laws, regulations, policies, frameworks, standards, and guidance continue to evolve.

The information in this Sustainability Report is not intended as, and should not be construed as, marketing or advertising directed at consumers in connection with the promotion, sale, or supply of any product or service or O-I Glass in general.

Please refer to the Section titled **“Important Notes and Disclaimers”** for more information.



Governance

O-I Glass maintains a comprehensive **sustainability governance** framework with clear reporting channels from **facility-level operations to board-level oversight**. The Board has ultimate authority to oversee the management of O-I’s business, including risk oversight. It identifies, evaluates, and appoints officers, delegates responsibilities for company operations to those officers, and monitors their performance. The Board currently has 10 directors who are elected annually. The Board is led by an Independent Board Chair (IBC) whose primary responsibility is to make the Board as effective as possible in fulfilling its oversight responsibility for the company. The CEO serves as the only company Executive on the Board. The organization maintains a separation between the CEO and the Independent Board Chair (IBC) position.

The primary responsibility of the IBC is to make the Board as effective as possible in fulfilling its oversight responsibility for the company and to oversee the effective utilization of the experience, education, and skills of individual Board members for

the benefit of the company. Our Board members have a wealth of skills and experience to draw on, including but not limited to: Global Manufacturing, Supply Chain, & Safety, Senior Public Company Leadership, Market & Commercial Experience, Corporate Governance, Financial Oversight & Capital Allocation, Strategy & Corporate Development, Enterprise Risk Management, Engineering & Product Development, Cybersecurity, Data Privacy, & AI, and Sustainability & Climate Oversight. These are tracked in O-I’s most recent **Proxy Statement**. The company maintains a skills matrix and monitors the skills, experience, and expertise of all its individual directors to work toward a Board that is balanced across key skill sets. The Board’s Nominating/Corporate Governance Committee reviews the composition of the Board for a balance of tenure, skills, and perspectives.

The **Nominating/Corporate Governance Committee also oversees** the company’s efforts with regard to environmental, social, and governance (ESG) matters. O-I’s **Chief Administrative & Sustainability Officer** (CASO) provides periodic updates on O-I’s sustainability strategy, initiatives, and progress to the

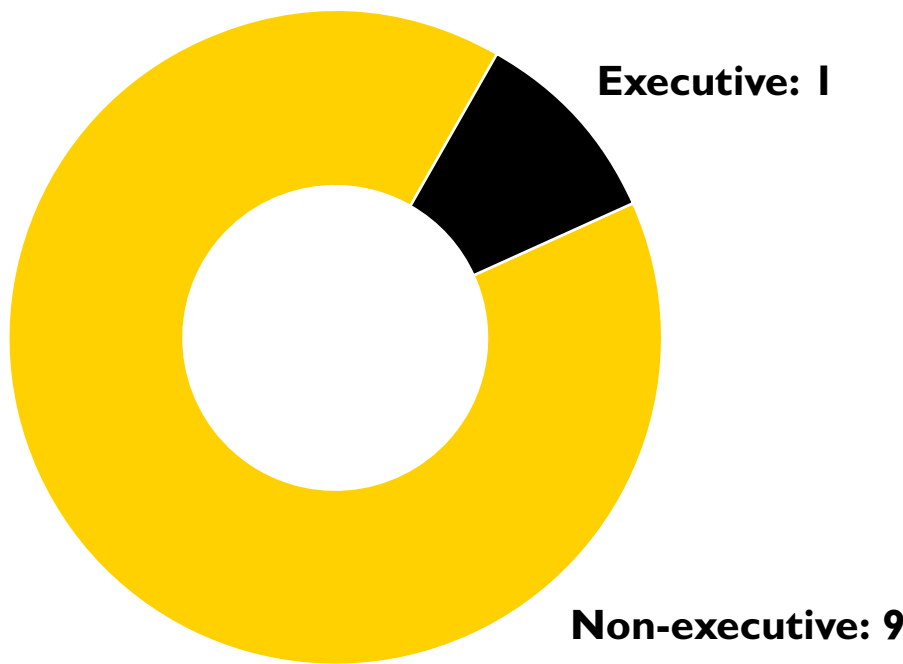
Nominating/Corporate Governance Committee. This structured approach enables consistent monitoring of progress toward sustainability goals while maintaining strategic alignment.

The CASO reports directly to the CEO and sits on the Global Leadership Team, so that sustainability considerations are integrated into strategic decisions. To embed sustainability throughout the enterprise and enable sustainability issues to be incorporated across company decision-making, our CASO provides enterprise-level oversight, working through cross-functional structures to drive sustainability at O-I. This approach promotes the effective integration of sustainability action at the country group and plant level.

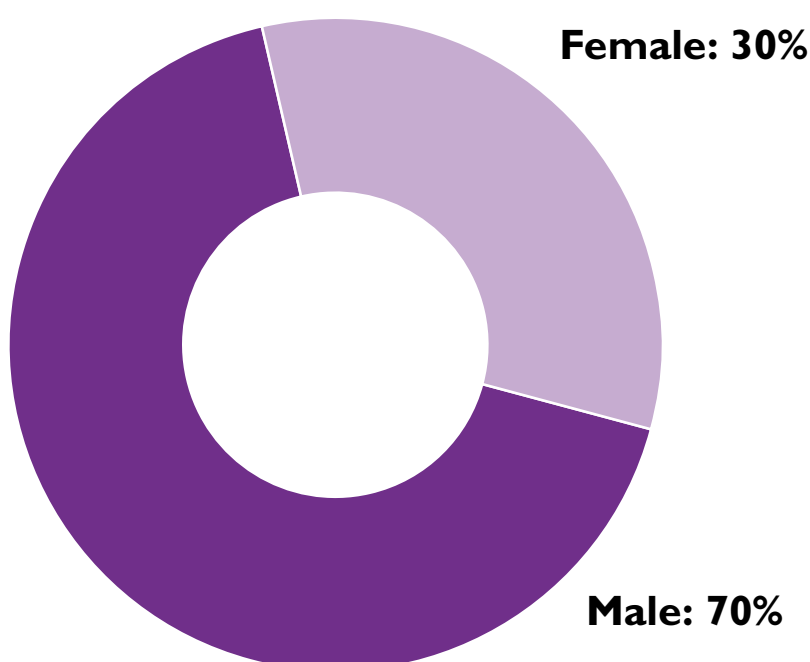
Sustainability directors reporting to the CASO have **performance measures** tied to the execution, overall effectiveness, and materiality of the sustainability and ESG strategy, which includes addressing climate impacts.

In addition, ESG topics are considered in performance evaluations of functional and plant leaders. Read more throughout the report.

Board Composition (Executive vs. Non-executive)



The 3 women on O-I’s Board of Directors represent 30%.





Due Diligence

O-I understands that integrating due diligence into governance, strategy, and business operations requires a comprehensive approach. Our operations and supply chain relationships incorporate due diligence to assess and manage impacts on people, particularly their human rights, and the environment. Components of our due diligence can be found in our process within Enterprise Risk Management, Procurement, Environmental, Health & Safety Management, and Human Resources, along with our Double Materiality Assessment.

Information on O-I’s due diligence processes is detailed throughout this report. The table below outlines the components of our due diligence activities.

O-I Due Diligence	
Key Elements	Report Section/Subsection
Embedding due diligence in governance, strategy and business model	<u>Governance, Risk Management & Internal Controls, Materiality and Stakeholder Engagement</u>
Engaging with affected stakeholders	<u>Materiality and Stakeholder Engagement, Social Topics</u>
Identifying and assessing negative impacts on people and the environment	<u>Materiality and Stakeholder Engagement</u>
Taking action to address negative impacts on people and the environment	<u>Environmental Topics, Social Topics</u>
Tracking the effectiveness of these efforts	<u>Environmental Topics, Social Topics</u>

Risk Management & Internal Controls

A key responsibility of the Board of Directors is to evaluate the company's exposure to risk and to monitor the steps management has taken to assess and control risk. The Board primarily oversees risks through committees of the Board, particularly the Audit Committee. Matters of particular importance or concern, including any significant areas of risk faced by the company, are considered by the entire Board. The Board meets with members of the company's management team and other leaders on an as-needed basis to review risk exposure with respect to the company's strategic plans and objectives in order to improve long-term organizational performance. The Board engages with the Enterprise Risk Management (ERM) function for scheduled ERM assessments and planning.

O-I's ERM program identifies and assesses risks that could impact our company so we are better positioned to develop mitigation plans and respond to adverse events effectively. The process facilitates

sound decision-making, risk management accountability, and effective resource allocation prioritization. As part of the annual ERM procedures, risks are scored by Country Group, Functional, and Global leaders so that risks across the entire organization are considered and refined. Responses are then accumulated by ERM for further refinement. Emerging risks or changes in risk levels are considered periodically. The severity, time horizon, and likelihood of risks are considered in terms of effect on the company's earnings before income tax (EBIT), in other words, the company's bottom line. The definitions of short, medium-, and long-term time horizons are 0-3 years, 4-10 years, and greater than 10 years, respectively. The short-, medium-, and long-term horizons applied to identify dependencies and impacts align with our enterprise risk management and capital investment criteria within integrated business planning.

Plans are formulated to address risks at either the functional or country group level,



depending on the topic responsibility, and tailored for the location. Ownership for the topics aligns with the accountability of capex funding or assets. We are working to formalize structures to mitigate risks and capitalize on opportunities. Risks are detailed within the corresponding topical sections of this report.

We have built internal controls over data collection and accuracy to minimize risks of errors, gaps, and misstatements in our reporting. Uncertainty percentage of +/- 2% is included for Scope 1, 2, and 3 emissions. Our Sustainability Reporting team has partnered with our Internal Audit and

functional teams with the goal of creating globally standardized data processes and procedures. Our data is collected and managed in a centralized system to facilitate reliability. Controls of our sustainability-related data incorporate reviews for accuracy and completeness at both the global and local functional levels. The Internal Audit team tests data to promote the integrity of our procedures. Any findings through this internal data validation process are submitted to the Audit Committee and reviewed periodically. Our internal data controls support risk management, effective performance monitoring, and transparent reporting.

Strategy, Business Model, & Value Chain

At O-I Glass, Inc., we love glass. We’re proud to be one of the world’s leading producers of what we believe is one of the most sustainable packaging solutions: the glass container. We serve and partner with thousands of customers, many of whom produce the world’s best-known food and beverage brands. We are led by our team of approximately 19,000 people across 64* plants in 18 countries.

2025 Key Facts

Founded as Owens Bottle Company in

1903

\$6.4

BILLION

Net Sales in 2025

Perrysburg,

OHIO

Worldwide Headquarters

64

Plants

18

Countries

6,000+

Direct Customers

4,100+

PATENTS/

Patent Applications

Approximately

34 BILLION

CONTAINERS

Sold in 2025

2025

Product Portfolio

Beer

Food

NAB

Wine

Spirits

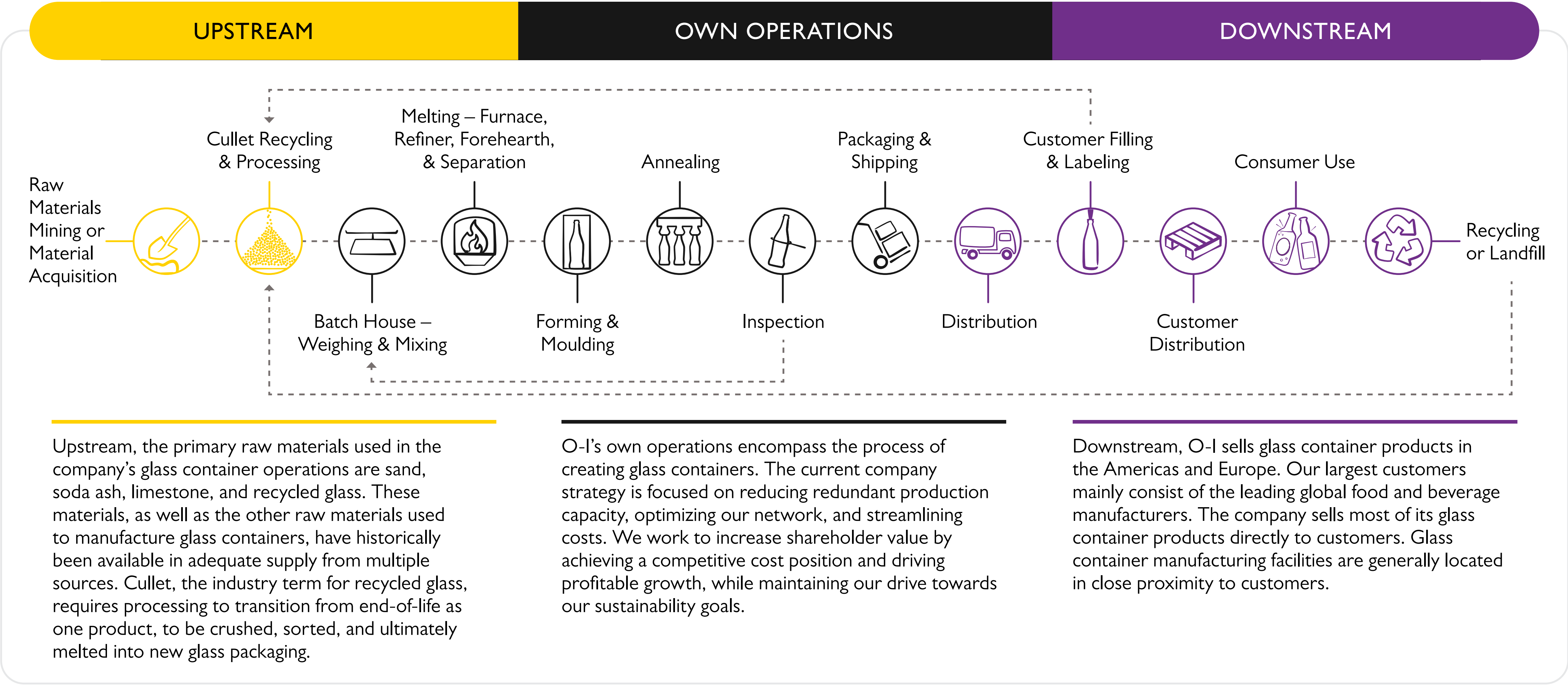
RTD

**Together,
we put the
power of glass
within reach
of everyone,
every day.**

O-I competes in the glass container segment of the rigid packaging market and is the leading glass container manufacturer in most of the countries where it has manufacturing facilities. The company manufactures glass containers in a wide range of sizes, shapes, and colors, and is active in new product development and glass container innovation. We produce glass containers for alcoholic beverages, including beer, flavored malt beverages, spirits, and wine. O-I also produces glass packaging for a variety of food items and non-alcoholic beverages.

** Considering all plants actively operating in 2025, three of which were closed.*

O-I’s Value Chain





Sustainability Materiality Assessment & Stakeholder Engagement

The double materiality assessment (DMA) was conducted by a core team made up of members of the O-I Global Sustainability Team and other representatives of O-I who served as key stakeholders in the double materiality assessment process. The core team was involved in each step of the process outlined below and was responsible for the identification and engagement of relevant internal and external stakeholders in performing the double materiality assessment. As each step of the process and methodology is outlined below, the involvement of different stakeholders will be detailed.

Phase I

Topic Identification and Stakeholder Engagement

O-I engaged a third-party consultant to assist O-I's Core Team with the identification of topics and stakeholder engagement.

1.1

THEME IDENTIFICATION

An analysis was conducted considering relevant entity- and industry-specific themes, forthcoming international disclosure regimes, and a variety of sources. The analysis included an initial source review, external trend analysis, value chain understanding, and stakeholder engagement. Throughout this process, the consultant reviewed various internal and external sources to identify topics that capture diverse entity- and industry-specific perspectives. Peer analysis was conducted, analyzing publicly available Environmental, Social, and Governance (ESG) information to understand the topics identified as priorities by peers, indicative of topics that are standard in industry practice. The initial findings from the analysis made up the list of themes to be considered and assessed through stakeholder engagement.

1.2

STAKEHOLDER ENGAGEMENT FOR SUSTAINABILITY MATTERS IDENTIFICATION

To maintain objectivity, the consultant engaged a stakeholder group to gather and analyze internal and external perspectives on the inward and outward impacts of the sustainability themes identified in Phase 1.1. The stakeholder group was engaged through interviews and surveys.

Stakeholder feedback was considered through a weighting process to direct the strength of the evidence towards certain groups that would incorporate more reliable information on the inward or outward impact (e.g., external stakeholders would have more emphasis on the company's outward impact on society and environment, while internal stakeholders would have more emphasis on inward impacts from external sources on the company). The Core Team was involved with the identification of the stakeholders and the validation of their respective weighting for the purpose of analyzing sustainability themes.

Through the stakeholder engagement and the results of the inward and outward impact assessment, sustainability matters, or subtopics, across the themes described in this report were identified for further assessment.



Phase 2A

Identification of and Surveying Impacts, Risks, & Opportunities (IROs)

During Phase 2A, impacts, risks, and/or opportunities were identified for the sustainability matters identified during Phase I. The purpose of identifying an IRO for each sustainability matter is to support accountability, manage risks, and align IRO scoring with the company strategy. Following IRO identification, the Core Team developed scoring rubrics and communicated them to an Impact Committee made up of subject-matter experts within O-I.

2A.1 IMPACT IDENTIFICATION

For each of the sustainability matters identified in Phase I *Topic Identification and Stakeholder Engagement*, the Core Team classified the related impact as negative or positive, and actual or potential. The impacts were then assessed for each element (i.e., scale, scope, irremediability, likelihood) by the Impact Committee through a survey. All members of the Impact Committee ranked the individual element for each impact, leveraging a pre-established rubric.

2A.2 RISK IDENTIFICATION

The Enterprise Risk Management risk register (risk register) managed by O-I Enterprise Risk Management (O-I ERM) was leveraged by the Core Team for the risk identification process for purposes of the double materiality assessment. The risk register encompasses risks that have been identified throughout the standard quarterly and annual enterprise risk management procedures performed by O-I ERM. Risks are grouped into the following four categories: Strategy, Operations, Financial, Regulations and Compliance.

As part of the annual enterprise risk management procedures conducted by O-I ERM, risks are scored by individuals via meetings or surveys. The participants involved in the enterprise risk management procedures are various Country Group and Functional leaders as well as global leaders to ensure risks across the entire organization are considered. Responses are then accumulated by O-I ERM for further refinement.

To verify the completeness of the ESG risks included within the enterprise risk management survey, the ESG group identifies specific ESG risks included within the survey, and other survey participants also identify ESG risks for their respective areas of oversight. Further, on a periodic basis, separate functions are engaged to identify emerging risks or risk level changes, which include considerations of risks related to ESG.

For purposes of leveraging the results of O-I's enterprise risk management process for the DMA, the Core Team mapped ESG risks and the associated risk score from O-I's ERM risk register to the sustainability matters. Each risk includes a likelihood and magnitude score from O-I's ERM evaluation process.

2A.3 OPPORTUNITIES

Opportunity statements were identified by the Core Team and applied to the relevant list of sustainability matters. The opportunity statements were assessed for each element (i.e., magnitude and likelihood) by the Impact Committee through a survey in a similar manner as the impacts, leveraging the pre-established rubric that was previously discussed with the Core Team.

Phase 2B

Scoring Methodology & Threshold

The scoring methodology was developed by the Core Team and validated by the CASO. After the core team consolidated the scoring for the sustainability matters, the core team established a threshold to further refine the sustainability matters and the initial listing of potential reportable sustainability matters. The threshold was set 0.01 above the higher of the median and average of the IRO scores. The results of this exercise (below and above the threshold) were considered in the calibration phase as outlined in Phase 3.



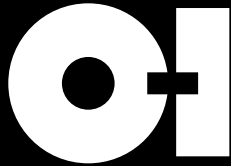
Phase 3

Calibration of Results

During the calibration phase, management further refined the preliminary listing of double materiality results by performing the following calibration analyses. The scoring of each sustainability matter was assessed in relation to impacts, risks, and opportunities. The appropriateness of scoring was evaluated based on O-I’s ERM Risk Registry and the sustainability matter definition. Management reviewed the elements of each score to determine if any further adjustments were necessary. The calibration resulted in **16 sustainability topics** with associated **IROs** for sustainability reporting. The **descriptions** of each IRO are detailed **within each topical section** of this report. These 16 material sustainability topics were reviewed and approved by the CASO. The DMA process was reviewed and approved by the Director of Sustainability Reporting.

IRO = Impacts, Risks, & Opportunities ↑ = Upstream OI = Own Operations ↓ = Downstream

Sustainability Topics	IRO Result			Value Chain		
	Impact	Risk	Opportunity	↑	OI	↓
Energy Consumption	●	●	●	●	●	●
Renewable Energy	●		●	●	●	●
Affordable/Reliable Energy		●		●	●	
GHG Emissions	●	●	●	●	●	●
Extreme Weather		●			●	
Air Pollution	●	●		●	●	●
Water Consumption		●	●	●	●	
Waste Management		●			●	
Circular Economy	●		●	●	●	●
Workforce Inclusion		●			●	
Occupational Health and Safety	●	●			●	
Unionization		●			●	
Workforce Experience	●				●	
Human Rights	●			●	●	
Cybersecurity		●			●	
Data Privacy		●		●	●	●



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ENVIRONMENTAL TOPICS

Climate Change

The following section details O-I’s management of **impacts and risks** related to climate change. Risks may occur from changes in energy consumption, pricing, or availability, as well as regulatory compliance costs or business disruptions. Conversely, energy savings and emissions reductions could present cost savings **opportunities** for O-I’s business. Climate change actively impacts, or could potentially impact, stakeholders throughout our value chain and operations.

IRO = Impacts, Risks, & Opportunities

↑ = Upstream

OI = Own Operations

↓ = Downstream

Topics	IRO Result	IRO Description	Impact				Value Chain		
			Actual	Potential	Positive	Negative	↑	OI	↓
Energy Consumption	Impact	Changes in energy use , in turn, change company emissions that affect the environment and people	●			●	●	●	●
	Risk	Cost increase due to energy price or usage increase						●	●
	Opportunity	Energy cost savings through efficiency and innovation						●	●
Renewable Energy	Impact	Use of renewable energy and alternative fuels to increase efficiency and reduce emissions that affect the environment and people	●			●	●	●	●
	Opportunity	Use of renewable energy and alternative fuels to increase efficiency, reduce costs, and fulfill customer expectations					●	●	
Affordable/ Reliable Energy	Risk	Cost increases associated with energy supply availability and price changes					●	●	
GHG Emissions	Impact	GHG emissions that impact climate change, affecting the environment and people	●			●	●	●	●
	Risk	Increased operating & compliance costs , liability for emitting GHG emissions						●	
	Opportunity	Investment in technology and processes for cost savings						●	
Extreme Weather	Risk	Cost of extreme weather events through production interruption, asset issues, and critical equipment effects						●	

O-I Glass Decarbonization Strategy

Decarbonization Targets, Levers, & Actions

O-I has established a strategy to reduce the GHG emissions of our core glass melting operations while maintaining product quality, cost competitiveness, and supply resilience.

Glass melting in our manufacturing process relies largely on natural gas and electricity and, therefore, is our main source of GHG emissions. Over 80% of our Scopes 1 and 2 GHG emissions come from fuel consumption and electricity usage in the glass-making process. As a result, mitigating GHG emissions from our own manufacturing process is central to our decarbonization strategy.

O-I has set a **Science-Based Targets initiative (SBTi) goal to reduce Scope 1 and 2 GHG emissions by 50%** (measuring against a 2019 baseline), aligned to a **1.5°C pathway**. We are taking robust action to achieve our target, leveraging four strategic decarbonization levers. Within these four levers are **two additional sustainability goals** that we believe are **key to achieving our GHG target**.

1 OPERATIONAL & ENERGY EFFICIENCY

We endeavor to increase the efficiency of our operations, particularly through our Total Organizational Effectiveness program (or TOE), and Project Spark, a team dedicated to identifying and achieving energy savings. Efficiency improvements are being driven by best-practice sharing, vendor audits, and energy management frameworks such as ISO 50001.

2 ENERGY SOURCING & POLICY

This lever incorporates the policy and decision-making surrounding energy sources and fuel use. This includes scaling renewable electricity procurement through renewable energy certificates (RECs) as well as on site solar installations. We are also engaging in global metering and monitoring improvement initiatives to drive high-quality KPI integration. Our goal is to achieve **80% global renewable electricity** (through direct use or RECs) **by 2030**.

3 INCREASING RECYCLED CONTENT

O-I is working to increase recycled content in our products, specifically focusing on recycled glass, or cullet, which requires less energy to melt into new glass packaging. Using less virgin raw materials can reduce our energy use and GHG emissions while conserving natural resources. We are collaborating across the glass value chain to promote the circularity of glass. This includes expanding cullet supply and quality, engaging in collection and closed-loop systems with our communities and customers, and encouraging policy changes that promote glass recycling. Our goal is to **increase recycled content in our products to 60% on average by 2030**.

4 ADVANCED TECHNOLOGY

O-I is innovating and deploying technologies to advance sustainability in glassmaking. The company takes a tailored approach, leveraging foundational, proven technologies to drive operational improvements toward lower-carbon outcomes. We are additionally exploring emerging fuels and technologies to evaluate their potential for scalability and reliability. Implemented and explored solutions included, but are not limited to, waste heat recovery, gas-oxy fuel, hybrid furnace technology, and alternative fuel sources.



Governance & Strategic Integration

The governance structure for climate strategy oversight at O-I involves multiple levels of management and board oversight. The Nominating/Corporate Governance Committee oversees the company's efforts with regard to ESG matters. The CASO reports directly to the CEO and holds a position on the Global Leadership Team, so that sustainability considerations are integrated into strategic decisions. The Global Leadership Team oversees operational and functional leaders who are working to make our climate change strategy a reality. We openly communicate our performance with our stakeholders.

The company monitors its operations in relation to significant climate-change risks and environmental impact. The global ERM program assesses legal, compliance, strategic, operational, and financial risk areas. This includes monitoring the physical and transition climate risks impacting our operations. The ERM risk registry was leveraged for our double materiality assessment. The annual ERM process engages global, functional, and country

group management. The process also involves biannual engagement with O-I's Board for assessments and planning. Through these activities, climate risk is considered.

Integration of our company strategy and our climate change strategy manifests through multiple interconnected initiatives aimed at transforming operations while maintaining business growth. O-I strategically allocates capital toward energy efficiency, emissions reduction, and lower carbon technologies, guided by a capital allocation framework balancing environmental impact and economic returns. Energy is currently our third-largest operating cost, and as such, energy efficiency and reduction are crucial to our operational success. The Project Spark Team, dedicated to achieving energy savings, works in tandem with O-I's Global Energy Team and Operational leaders to enhance and execute our decarbonization strategy.

As we work to reduce GHG emissions from our core melting operations, we seek

to maintain quality, cost competitiveness, and supply resilience. Our decision-making processes consider technological feasibility and maturity across our global manufacturing footprint. We also consider renewable electricity availability and pricing, regulatory developments (e.g., Emissions Trading Scheme frameworks), cullet quality and supply, workforce capability, and site specific infrastructure.

Updates and replacements to key assets are restricted by the length of the asset's life, which is generally 10 to 15 years for glass melting furnaces. Therefore, O-I's manufacturing operations have potential for **locked-in** (i.e., irreducible) **greenhouse gas emissions**, particularly from its glass-melting furnaces and production facilities. The company recognizes the potential risk from long-lived furnace assets, which could constrain the pace of decarbonization. Available options for asset repairs, upgrades, and rebuilds are given due consideration.

Climate-Related Progress

O-I Glass has made significant progress in advancing our decarbonization strategy. This includes meeting or exceeding the original targets of 25% GHG reduction and 40% global renewable electricity in 2024. These efforts, coupled with certain strategic changes to our operations, including efficiency from capacity rationalization, resulted in a 30% reduction in Scope 1 and 2 emissions (from a 2017 baseline) and reached 51% renewable electricity use across our global operations.

After meeting several of our original sustainability goals, we revisited our ambitions and announced new goals at our Investor Day event in March of 2025. These **elevated targets** reflect O-I’s continued drive to reduce environmental impact and deliver greater value to customers through sustainable innovation.

O-I has officially **submitted** our enhanced 2030 GHG-reduction goal and **1.5-degree-aligned pathway to SBTi**. During our Investor Day presentation, and after discussions with SBTi, we believed a 47% reduction in Scope 1 & 2 GHG emissions from a 2019 baseline would be consistent with a 1.5 degree warming pathway. Since then, and after further work with SBTi, we have increased our goal to **reduce Scope 1 & 2 GHG emissions by 50%** from a 2019 baseline. We also increased our **recycled content goal to 60%** external recycled content, by tons packed globally. And finally, we doubled our **renewable electricity target** from 40% to 80%. By the end of 2025, we reached a **28% reduction in Scope 1 & 2 GHG emissions, 42% recycled content, and 65% renewable electricity**.

ACCOMPLISHMENTS

Energy & GHG Emissions

- Reduced reliance on fossil fuel-based electricity sources.
- Implemented initial phases of energy efficiency technologies, such as deploying waste heat recovery systems at key facilities.
- Tested lower-carbon fuel alternatives in select manufacturing lines.

Recycled Content

- Strengthened recycling infrastructure partnerships in several regions with customers or local governments.
- Reduced virgin material requirements through improved recycling processes.



Climate-Related Risk Exposure & Resilience

O-I has assessed the extent to which our operations and value chain may be exposed to climate-related risks. We have identified potential or actual exposure to both **transition risks** (energy costs, carbon pricing, regulatory change) and **physical risks** (extreme weather events). These risks were identified through our double materiality assessment process, which incorporates the company’s enterprise risk management framework. O-I’s ERM process evaluates climate-related risks over the short, medium, and long term.

The company’s business, ability to meet climate-change goals, and transition to lower-carbon processes may be impacted by new, changed, or increased environmental or climate-related regulations or requirements, or by the physical impacts of climate change. We are unable to predict what climate change or environmental requirements may be adopted by governments and private sector entities in

Material Topics	Risk	Risk Type		Term		
		Physical	Transition	Short	Med	Long
Energy Consumption	Cost increase due to energy price or usage increase	●	●		●	
Affordable/Reliable Energy	Energy cost increase	●			●	
GHG Emissions	Emissions compliance cost increases		●	●		
Extreme Weather	Cost of extreme weather events	●			●	

the future, or the impacts of such initiatives on O-I’s financial condition, results of operations, access to and cost of capital, and cash flows, which may be materially adverse.

O-I is subject to various environmental legal requirements and GHG emissions regulations. The company has incurred, and expects to incur, costs to comply with environmental legal requirements, and these costs could increase in the future.

New GHG regulations or significant fluctuations in the values within a carbon-trading or carbon-tax framework in any

country, state/province, or municipality where the company operates could have a significant long-term impact on the company’s operations that are affected by such regulations and could have a material adverse effect on the company’s financial condition, results of operations, and cash flows. Within regulatory regimes such as emissions trading schemes, significant restrictions on the total number of emissions allowances available in the market, or significant increases in the price of such allowances, could result in a significant financial effect on the company’s operations.

Power sources such as electricity and natural gas are vital to the company’s operations as we rely on a continuous energy supply to conduct our glassmaking business. Depending on the location and mix of energy sources, energy accounts for 10% to 20% of total manufacturing costs. Substantial increases and volatility in energy costs, driven by extreme weather or geopolitical events, could significantly increase operating costs, potentially having a material adverse effect on O-I’s assets or results of operations.

The company experiences a variety of impacts due to weather-related events, including severe weather and events related to climate change, which may include extreme storms, flooding, wildfires, extreme temperatures, and chronic changes in meteorological and hydrological patterns, across our operations. The frequency and severity of severe weather conditions that affect the company’s business activities may shift due to climate change, although it is currently impossible to predict with accuracy the scale of such an impact. The company’s customers and suppliers may be similarly affected. These resulting impacts could have a material adverse effect on the company’s business, results of operations, and financial condition.

Resilience and Adaptation

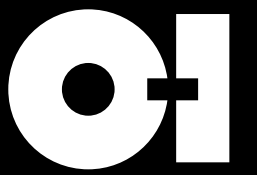
O-I's exposure to climate-related risks, and our ability to manage our sensitivity to those risks, center on energy use and resulting GHG emissions. Gas is a primary energy source for our manufacturing processes, and O-I has minimal direct exposure to coal-related activities in its glassmaking operations.

Our **decarbonization strategy is rooted in energy savings and GHG reductions** as we drive towards our SBTi goal aligned with a 1.5-degree scenario. The company has directed energy-related capital expenditures toward energy efficiency improvements and transitioning to renewable energy sources. This includes implementing a range of product and process innovations to reduce both energy and emissions, including adopting gas-oxygen furnaces, implementing waste heat recovery, and increasing cullet use. We endeavor to work with energy suppliers to form long-term and mid-term energy procurement arrangements to mitigate risks associated

with short-term energy price volatility. In addition to these considerations, the geographic diversification of our operations and corresponding strategic management enables our climate change resilience.

Resilience to climate change risks is **supported through the integration** of sustainability into O-I's corporate strategy and operational processes. Consideration of climate risks within our comprehensive ERM strategy and financial planning enhances the company's ability to respond to those risks. Our resilience strategy continues to evolve with elements of the dynamic landscape, including regulation, energy prices and availability, and climate change impacts. The company's policies support both mitigation (emissions reduction, renewable energy transition) and adaptation (resilience to energy price volatility, regulatory changes, and physical climate risks).





Policies

As energy is our third-largest cost, reducing our energy usage is important to our immediate business needs. To drive reduction, the **Energy Policy** states that O-I will promote the efficient use and optimized cost of energy at all its sites, in producing and delivering products and services to its customers. It emphasizes the need to manage energy by balancing cost, sustainability, and supply security.

The Energy Policy reflects O-I's commitment to balance energy management with our sustainability goals to reduce greenhouse gas emissions, increase the use of renewable energy, and increase recycled content. This means actively managing energy efficiency optimization and consumption reduction throughout O-I's organizational structure and functions. We strive to implement best-in-class energy-efficiency practices across operations, engineering, equipment, bottle design, and capital investments.

The policy provides guidelines to reduce energy consumption and cost through effective manufacturing capabilities, incorporating energy management best practices and implementing economically feasible energy technologies. The policy promotes cultivating innovative technologies and managing energy supply and price risk strategies to provide adequate and reliable energy sources at the most advantageous competitive rates. It promotes metering and monitoring to maintain control of energy consumption and to quantify and verify effective implementation of energy efficiency improvements. The Energy Policy encourages employee engagement and education on energy conservation practices and active efforts to reduce energy consumption, greenhouse gas emissions, and optimize energy costs.

Our goal is to act as responsible stewards of the environment by integrating sustainable practices into our business decisions.

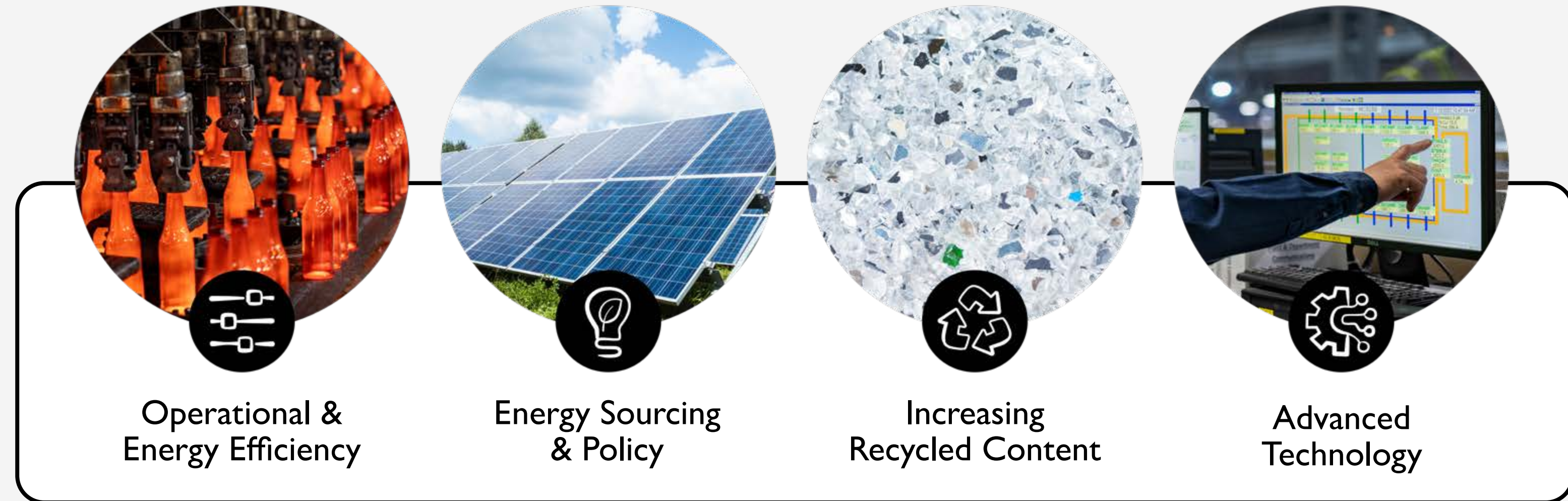
We are committed to a comprehensive Environmental, Health, and Safety (EHS) Management System that drives continuous performance improvement. This system focuses on risk mitigation and compliance with regulatory objectives. We are dedicated to reducing the environmental impact of our operations through sustainability initiatives. This includes reducing consumption of natural resources, such as energy, while also reducing greenhouse gas emissions.

As provided in O-I's **EHS Policy**, we are committed to complying with applicable environmental laws and regulations, along with pursuing opportunities to reduce the environmental impact of our operations and optimize the use of natural resources. Our policies and operating procedures are designed to manage compliance with applicable environmental laws, regulations, and permits.

Climate Actions

O-I has identified climate-related impacts, risks, and opportunities. The following initiatives and management mechanisms detail how the company endeavors to **monitor, prevent, and mitigate climate risks, capitalize on opportunities, and manage impacts on the environment and people** throughout our value chain. This includes actions taken across our four decarbonization levers, driving towards our goal of reducing Scopes 1 and 2 emissions by 50%. We are also looking beyond our own operation to reduce our Scope 3 emissions.

Climate Change Strategy – FOUR KEY LEVERS



Scope 1 & 2 Emissions

O-I strives for low-carbon manufacturing to address our climate impact. Our climate change strategy leverages **four decarbonization levers**. We are taking robust action to achieve our GHG target, while increasing renewable electricity usage and recycled content in our products.

Decarbonization
Lever I

OPERATIONAL & ENERGY EFFICIENCY

O-I is working to increase operational and energy efficiency. These initiatives are being led through our **Project Spark Team** and **Total Organizational Effectiveness** (TOE) program, which aims to unlock capacity, reduce downtime, and improve energy use. Our teams are working to increase the efficiency of our manufacturing processes while maintaining product quality. This efficiency unlocks energy savings opportunities.

In addition to the critical role of decarbonization in controlling climate-related risk, reducing energy costs is a key pillar of O-I’s current business strategy. O-I is modernizing its production processes to improve energy efficiency and operational performance. In late 2024, O-I officially introduced the Project **Spark Team**, whose focus is to **improve energy efficiency across the organization**. This cross-functional strike team is already engaged with our facilities to support them in reducing energy consumption and improving energy efficiency, contributing to our GHG reduction goal.

In 2025, the Spark Team worked to build a strong, globally-aligned foundation to address energy efficiency in key roadmap areas. The comprehensive roadmap includes levers such as improving monitoring of our energy consumption, reducing our collective consumption,

adopting best practices, and deploying advanced technologies. The Spark Team partnered with a third party to define the process for identifying and implementing the most feasible energy-reduction initiatives that provide the largest return. They have also been working with several vendors to conduct preliminary energy audits and recommend potential energy-saving projects. They laid out clear directives for plant Energy Leaders and engaged employees to build general awareness and a culture focused on energy reduction.

To facilitate progress within the plants, an energy curve tool was provided to guide optimized energy efficiency in the glass-making process. Plant teams were trained in using the tool, which promoted ownership of energy-reduction progress. The Spark Team identified KPIs and shared energy management best practices across our global operations that drive cost and energy efficiency initiatives.

Global efficiency and cost savings efforts are monitored in an enterprise savings tracker (EST). In 2025, the EST recorded hundreds of **energy-savings projects**, generating **significant cost savings, which translates to nearly 133,000 tons of CO₂ savings**. These projects were predominantly focused on reducing fossil fuel use through initiatives such as furnace temperature controls, melting efficiency optimization, and oxy fuel furnace upgrades.

They also encompassed electricity savings initiatives such as compressed air optimization, electrical system retrofits, and operational energy fine-tuning. O-I’s significant energy cost savings in 2025 were three times the prior year.

Building on this foundation of success, the teams are taking a defined, systematic approach to replicate these practices across the board with the goal of improving on our existing successes. Moving into 2026, Plant Managers and Energy Leaders launched an energy management best-practice assessment to benchmark performance at each plant.

Energy Management Program

In conjunction with O-I’s Energy Policy, efforts to improve energy efficiency throughout our operations are managed by dedicated teams and programming. Our network of energy leaders within our plants and cross-functional Energy Team maintain a governance structure to continuously drive proper energy management practices. Principles of ISO 50001 have been leveraged as a standardized methodology for the continuous improvement of energy efficiency and to decrease GHG emissions. As of 2025, 40% of our plants are ISO 50001 certified globally, demonstrating our commitment to energy management and efficiency.

Decarbonization
Lever 2

ENERGY SOURCING
& POLICY

Energy sourcing and policy refer to the decisions we make about the energy sources and fuels we use. Throughout O-I’s global operations, the availability and cost-effectiveness of energy sources and fuels vary. As such, our approach to energy sourcing is tailored to each geography. Our **Energy Policy** promotes efficient energy use and optimized costs, while balancing our commitment to our sustainability goals to reduce greenhouse gas emissions and increase the use of renewable energy. We are also engaging in global metering and monitoring improvement initiatives to drive high-quality KPI integration and track performance.

This decarbonization lever includes our sourcing of **renewable electricity** through the purchase of RECs or guarantees of origin. As of 2025, **65%** of O-I’s global electricity consumption is sourced from **renewable energy certificates**. Our Energy Procurement Team has crafted a renewable energy procurement roadmap, increasing our global renewable electricity target to 80% by 2030 (from 40%). In 2025, our operations in Continental Europe achieved 100% renewable electricity through the use of RECs. We are also exploring on-site solar installations at facilities in Spain and Italy, with the goal of enabling us to harness the power of the sun efficiently.

Decarbonization
Lever 3

INCREASING
RECYCLED CONTENT

Glass is made from four basic ingredients: sand, limestone, soda ash, and recycled glass or “cullet.” O-I consistently looks for new ways to increase cullet in our products and decrease our use of virgin raw materials. Every 10% of recycled glass used in the manufacturing process reduces carbon emissions from melting by about 5%.¹

We are working to promote the circularity of glass within the recycling ecosystems around our suppliers, operations, customers, and communities. O-I is collaborating with our value chain to design processes and partnerships for the recovery and reuse of cullet in the manufacturing process. We are collaboratively developing positive external and internal relationships, pooling available resources, and seeking stakeholder buy-in.

O-I’s goal is to increase recycled content to a 60% average across our operations by 2030. View [Circular Economy](#) actions to learn more about how we are working toward this goal. Globally, our **glass products contained an average of nearly 42% cullet** by tons packed in 2025.

Decarbonization
Lever 4

ADVANCED
TECHNOLOGY

O-I is transforming and deploying technologies to advance lower-carbon glassmaking and deliver sustainability benefits for our operations and our customers. We use proven technologies to drive operational improvements and are also exploring and evaluating the viability of emerging fuels and technologies in terms of scalability and reliability.

Foundational Fuels & Technologies

On our journey towards decarbonization, we rely in the first instance on **proven, economically viable technologies** to deliver sustainability benefits for our operations and our customers. We’re leveraging product and process innovations to transform our operations toward lower-carbon outcomes.

Design for Energy

One of the realities of glassmaking is the use of long-lived furnace assets. Additionally, fully shutting down and restarting furnaces has the potential to damage the assets. As such, there is a narrow window to install new technologies and tools during rebuilds—every 10 to 15 years.² Our Engineering team has compiled key directives to be accomplished during furnace rebuilds. This includes energy metering to facilitate rebuild optimization. The program is internally known as Design for Energy. The teams are aware of when upcoming rebuilds will be conducted and can prepare accordingly.

Gas-Oxygen Advancement Technology (GOAT)

We are consistently evolving our furnace technology, which keeps us at the forefront of energy efficiency and challenges us to pursue further innovation.

O-I utilizes **gas-oxygen** (gas-oxy) furnaces, which replace traditional combustion air with oxygen, **reducing energy use by 5%** and significantly lowering nitrogen oxide (NOx) emissions, and burning cleaner than conventional furnaces.

The gas-oxygen with advanced technology (GOAT) combines gas-oxy burners with **additional advanced technology to recover waste heat** from our furnaces. We re-use waste heat to preheat the glass ingredients or cullet entering the furnace, or fuel before it is used in our furnaces – helping reduce energy use. Collectively, these innovations produce our most efficient melting process in terms of energy, CO₂ emissions, and NOx emissions. GOAT enables **energy savings of about 20%**, cuts Scope 1 CO₂ emissions from fuel consumption by up to 20%, and dramatically decreases (70%) NOx emissions at their source compared to conventional furnaces.

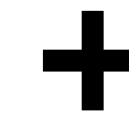
In 2025, two furnaces at the Alloa, Scotland, plant, were rebuilt with gas-oxy technology, and GOAT furnace rebuilds were implemented in Gironcourt, France, and Holzminden, Germany. About €55 million was invested at Gironcourt for an installation that combines gas-oxy fuel with Batch and Cullet Preheating (BCPH), a waste-heat-recovery system that preheats both raw materials and recycled glass. The **combination of the baseline energy savings** from a furnace rebuild, the use of **gas-oxy fuel, and BCPH advanced technology** has resulted in an initial **energy savings of up to 40%** at Gironcourt.

Strategic alignment with our customers helps drive projects like this, as we strive to reduce our climate impacts and our customers' Scope 3 emissions.

Emerging Technologies & Fuels

As a component of our decarbonization strategy, O-I is exploring **emerging technologies and the use of alternative fuel sources** such as renewable natural gas & biofuels. We are tailoring our approach based on regionally available infrastructure, technical feasibility, and economic viability.

Baseline Rebuild
Reduction



Gas-Oxy Fuel
Reduction



Waste Heat
Recovery Reduction

~ 40%
**Initial Energy Savings
at Gironcourt**



BIOFUEL PILOT STUDY

In 2025, O-I successfully completed a groundbreaking trial in its plant in Harlow, UK, using 100% biofuel to replace natural gas in the furnace for the glass-making process. By combining biofuel with advanced technologies such as cullet pre-heating, 88% cullet usage throughout the entire trial period, and an oxy-fuel furnace, the Harlow plant achieved a significant reduction in the CO₂ footprint for the amber bottles produced. The trial has demonstrated the potential for using biofuels on a large scale when they become available in sufficient quantities, at feasible costs, and with supportive emissions accounting standards.

“Our participation in this program is a testament to our unwavering dedication to driving positive change in the industry. The successful completion of the trial in Harlow has proven the feasibility of alternative fuels and has the potential to open exciting new opportunities for the industry. Glass is already recognized as the ideal sustainable packaging material, and our job is to integrate innovative approaches with efficient processes to further decarbonize glassmaking. By doing so, we aim to contribute to a more sustainable and economically viable future for the entire industry.”

—Randy Burns, Chief Administrative & Sustainability Officer (He/Him)

OPTIMELT™

The 2025 GOAT rebuild in Holzminden incorporates emerging OPTIMELT™ technology. O-I has recently partnered with Linde to utilize their patented OPTIMELT™ Thermochemical Regenerator (TCR) technology. This unique technology recovers waste heat from glass furnace flue gas to preheat and reform the natural gas feed. An investment of about €41 million is expected to yield a decrease in fuel consumption from the melting process by approximately 15% energy savings and fuel-based Scope 1 emissions, compared to baseline oxyfuel.

The OPTIMELT™ TCR technology is compatible with a range of fuels such as low-carbon hydrogen or blends of hydrogen and natural gas. It can also be used when other waste heat recovery solutions are not feasible due to facility footprint restrictions.

Hybrid Furnaces

O-I Glass is advancing hybrid furnace technologies that blend traditional gas-fired systems with electric boosting. This approach allows for reduced fossil fuel dependency by utilizing renewable electricity. This provides greater operational flexibility as renewable grid infrastructure improves. It enhances efficiency without

compromising glass quality. While O-I already uses furnaces that employ a combination of gas and electricity for melting, our first hybrid furnace, which has the capability to use electricity as the primary source of melting energy (designed for up to 70%), is slated for deployment in 2026 in Veauche, France.

Scope 3 Emissions – Supplier Engagement

In 2025, we launched an initiative to **directly engage with suppliers** that most significantly impact O-I’s Scope 3 emissions. O-I’s Supplier Guiding Principles are the foundation for this engagement. The Principles state our expectation that “O-I suppliers will apply energy-efficient and environmentally friendly technologies to reduce their greenhouse gas emissions. O-I values sustainability and is pursuing Scope 3 reductions aligned with a 1.5 °C pathway under the SBTi framework. We expect suppliers to participate in setting science-based targets by 2028.” Engaging our vendors in this discussion is the first step in our strategy to reduce emissions from our upstream value chain and a key milestone in our journey toward meeting SBTi targets.

Targets & Metrics

O-I is committed to reducing our impact on the environment and climate and has ambitious goals for 2030. We have set challenging goals for advancing energy efficiency technology, sourcing renewable electricity, and reducing emissions.



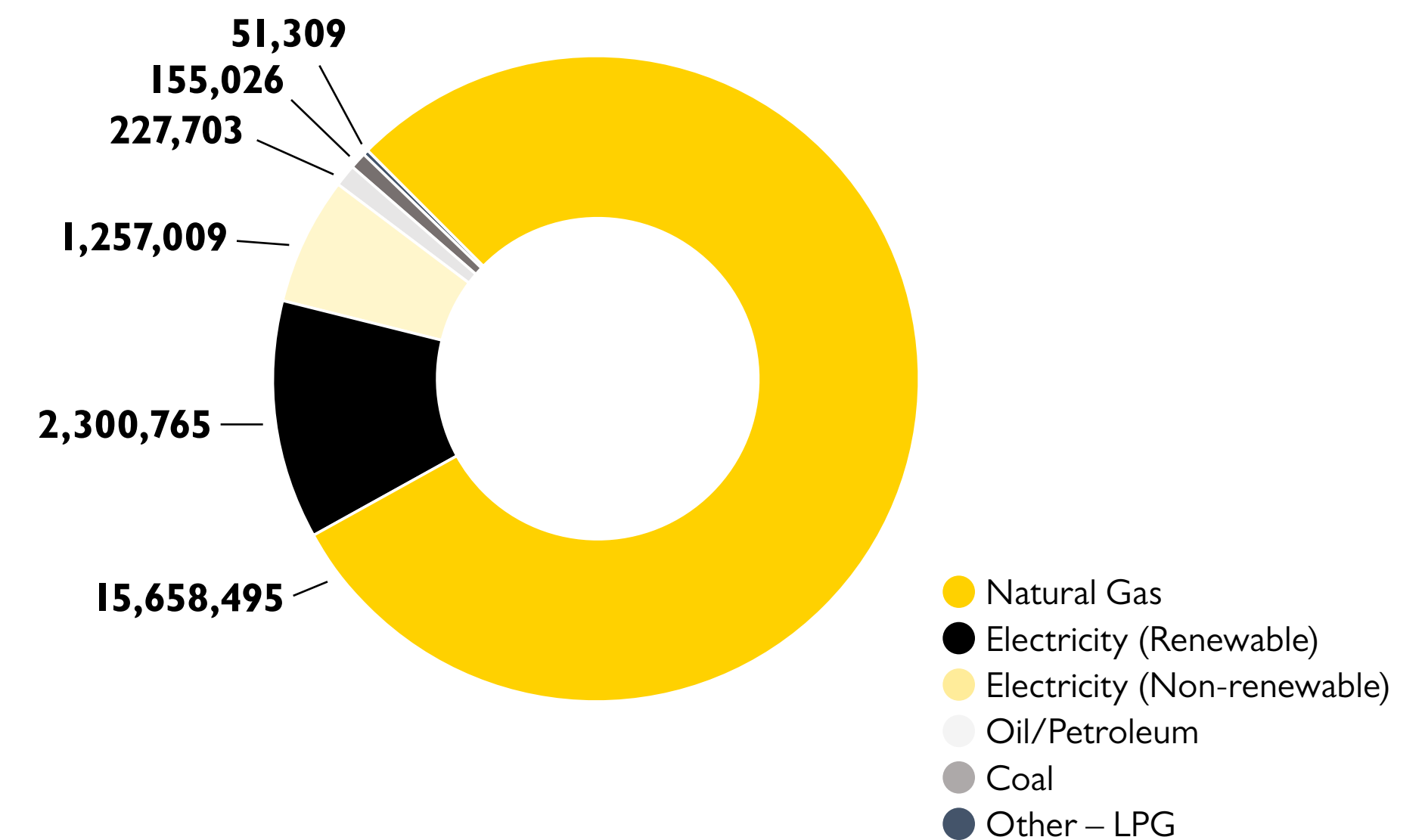
80% Renewable Electricity

Renewable energy is a pillar in our strategy to lower carbon emissions. Our goal is to reach **80% renewable electricity use by 2030**.



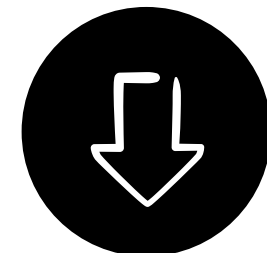
ENERGY CONSUMPTION & MIX

Total 2025 Energy Consumption (MWh)

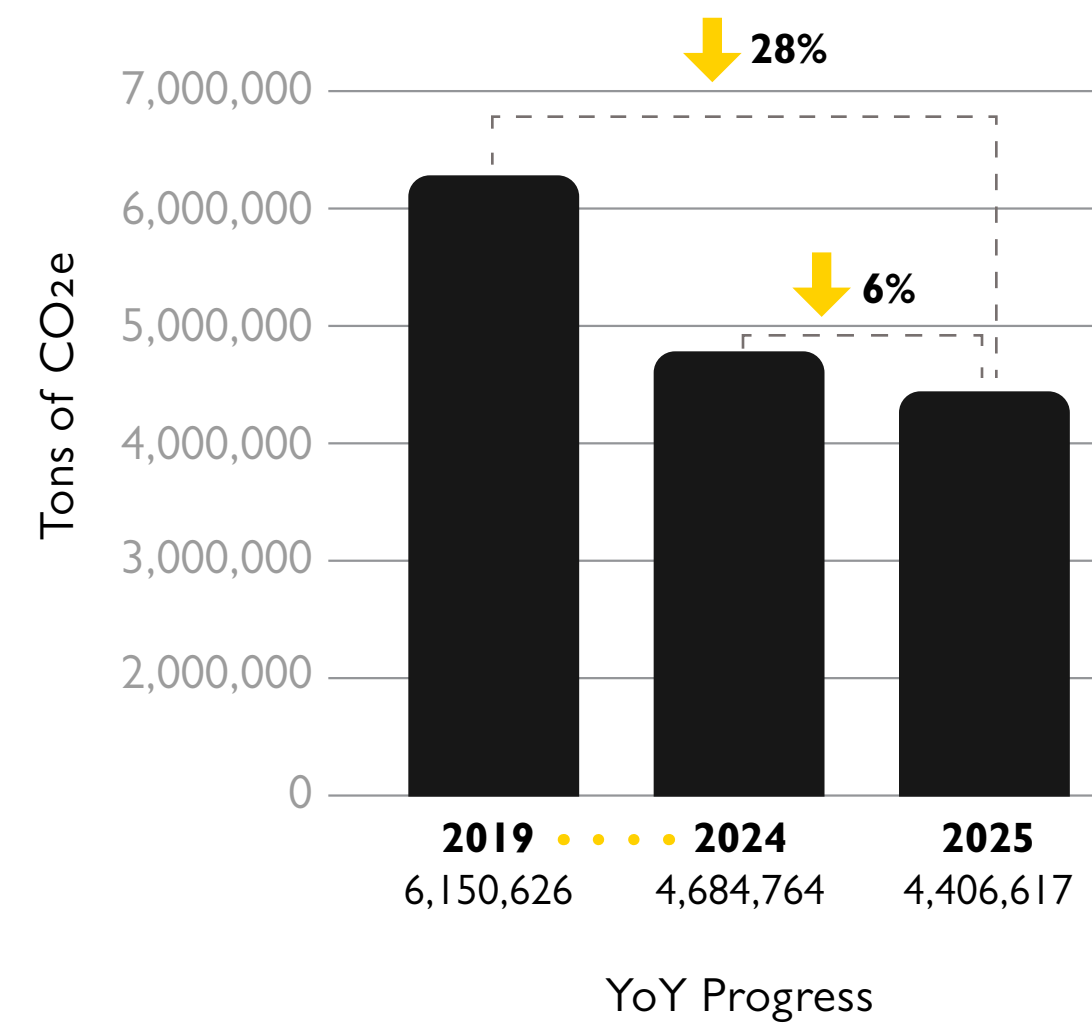
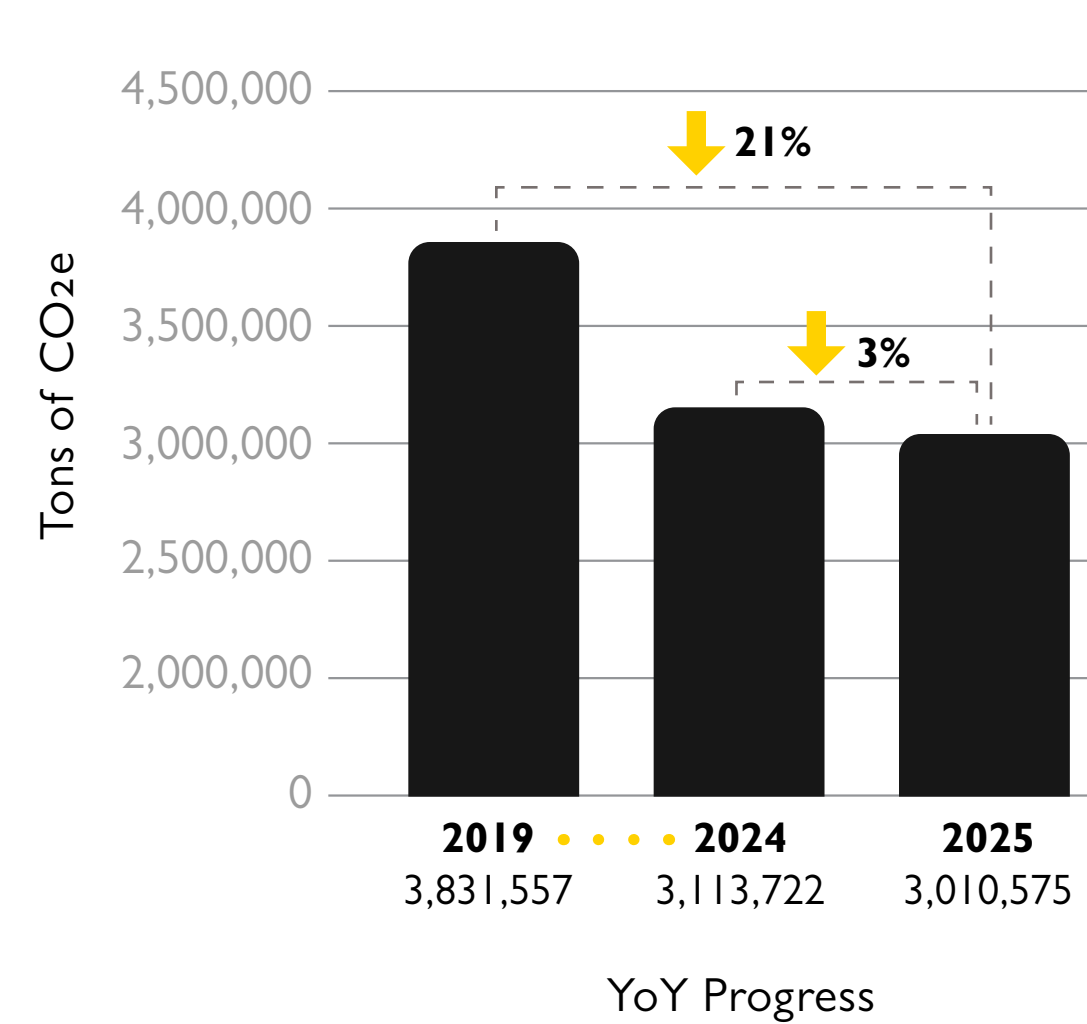
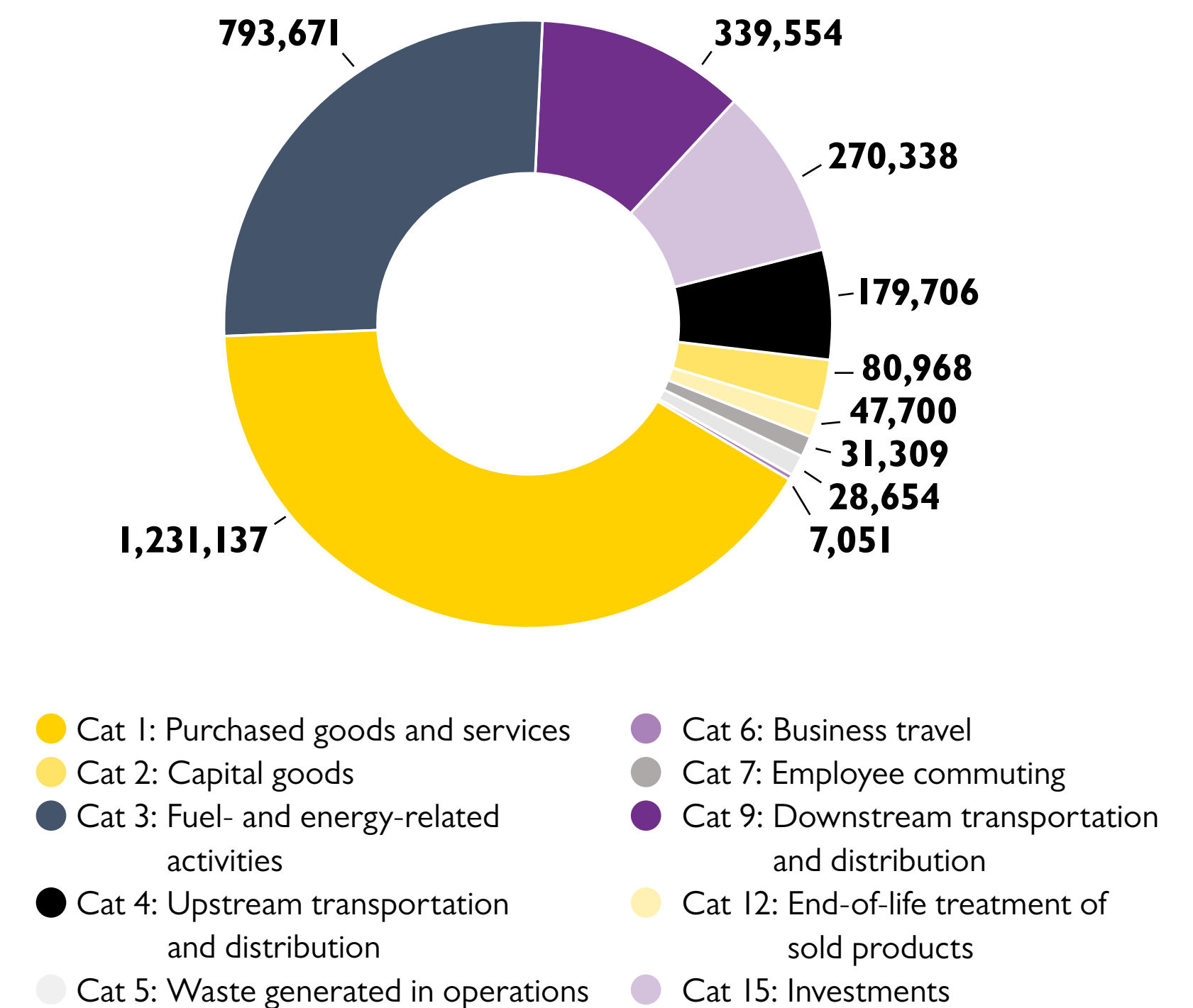


As of 2025, O-I has purchased renewable electricity certificates covering 65% of our global electricity consumption. In Continental Europe, we have achieved 100% renewable electricity through the use of RECs.

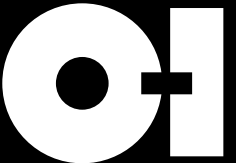
EMISSIONS


SBTi GHG goal, 1.5 degree pathway

reduce Scope 1 & 2 GHG emissions by 50%,
measuring against a 2019 baseline

Scope 1 & 2 Emissions

Scope 3 Emissions

2025 Scope 3 Breakdown


All GHG data is subject to limited assurance by a third party. See [Appendix A](#).



Pollution

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Pollution

The following section details O-I’s management of impacts and risks related to air pollutants from O-I. Risks may occur from air pollution, regulatory compliance costs, or business disruptions. Air pollutants could also potentially impact stakeholders throughout our value chain.

			Value Chain		
Material Topics	IRO Result	IRO Description	↑	O-I	↓
Air Pollution	Impact	Effect of air emissions such as NOx (nitrogen oxide), SOx (sulfur oxide), and PM (particulate matter) on people and the environment	●	●	●
	Risk	Compliance costs around air pollution, business disruption		●	

IRO = Impacts, Risks, & Opportunities
↑ = Upstream O-I = Own Operations ↓ = Downstream

Policies

O-I works to mitigate **impacts** from air emissions on people and the environment and **risks** of associated compliance costs. Our policies require tracking and reporting of environmental parameters to meet regulatory requirements. We monitor our air emissions exceedances using a web-based system as part of the emissions initiative to track continuous improvement. We assess air pollutant emissions to identify options to reduce them and protect our communities and planet.

The **Air Emissions Management Global Procedure** guides these practices. Common regulated pollutants include Particulate Matter (PM), Nitrogen Oxides (NOx), Sulphur Oxides (SOx). The Procedure directs O-I manufacturing operations in assessing and managing regulated air emissions to ensure compliance with local and national legislation. It guides air emission source identification, establishes standards for site-specific management programs, and defines roles and responsibilities. The procedure applies to all O-I employees, contractors, and visitors at all O-I sites, including plants, offices, warehouses, and other O-I-owned facilities.

As per O-I’s **EHS Policy**, we strive to meet or exceed applicable environmental laws and regulations while working to reduce the environmental impact of our operations and optimize the use of natural resources. Our policies and operating procedures are designed to manage compliance with applicable environmental laws, regulations, and permits.

Actions

As part of our global environmental management strategy, we endeavor to implement comprehensive practices to minimize the impacts of air pollution on the environment and people in the communities where we operate. Environmental and climate considerations are integrated into our strategy, operations, capital decisions, and enterprise risk management. We seek to avoid or mitigate air pollution risks

by meeting or surpassing compliance requirements. Managing non-CO₂ is embedded in our EHS operations and data controls.

To bridge our ambitions with action, our EHS global leadership structure integrates strategy, operational, and plant-level needs. The function is led by the Vice President of Global EHS, supported by Global Directors of Environmental Affairs, Health & Safety, and EHS Contractor Management, who oversee their respective areas while jointly stewarding the EHS Management System (EHSMS). EHS Country Group Leadership connects company strategy with local regulatory and operational needs. Each plant has a facility-level EHS Manager who works with local leadership to guide action plans.

EHS Management System

Our **Environmental, Health and Safety Management System** (EHSMS) is our framework and driver for continuous improvement across foundational elements of environment, health, and safety. It defines leadership roles, resource allocation, and supports strategy execution

through targeted improvement plans to reduce impacts on people, the environment, and communities. The system is based on a foundation that includes incident management, commitment, organization, communication, measurement, education and training.

At the global level, internal **self-assessments** are conducted as a key component of the EHSMS to establish a consistent baseline for performance measurement. Our focus is on reducing risks and creating a structure for short and long-term change. The self-assessment criteria address our most relevant EHS risks, prioritize resourcing and investment, and drive preventive actions by tracking leading indicators.

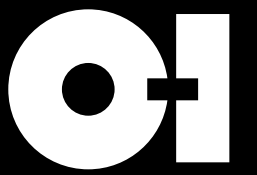
Tactical teams for EHS topics, such as air emissions, drive risk mitigation, incident prevention, positive behavioral change, and increased awareness of key focus areas. They lead environmental protection efforts and foundational improvement initiatives, including communication, education, and incident management. We are working to identify gaps in our capabilities and knowledge and build competencies within our focus areas as a priority, in addition to providing tools and training.

We drive risk mitigation and control actions through the annual **EHS Improvement Plan** (EHSIP). It serves as our guidepost for advancing EHS excellence. Plant and country group leaders take ownership of the continuous improvement towards set expectations. Our goal was to have at least 90% of the criteria for each respective EHSMS element in place and functioning. In 2025, our plants achieved a 97% completion rate of the EHSIP.

Global EHS Check-In Visits

Over the course of 2025, the Global EHS Team engaged with our people, from top leaders to front-line workers. This included visiting select plants for an EHS check-in. The Global EHS Team identifies and visits plants to review and validate EHS Improvement Plan activities. They provide the plant with support in line with the EHSMS Criteria, while exchanging best practices and technologies. After each visit, a check-in report highlighting the main topics of the visit and a few required key actions is provided to the local team. Additionally, the final report includes the results of an EHSMS evaluation, observations, and recommendations for all EHSMS elements.





Environmental Management Systems

Within our EHSMS, O-I's environmental management systems provide a baseline and plan for improving our environmental performance. ISO standard 14001 is used as a tool for translating our EHS mission into action in our facilities. The standard provides a framework for continuous improvement of resource efficiency, waste reduction, and costs over time in an organized, reportable fashion. O-I uses the standard to push for global uniformity to how we measure and reduce our consumption and waste, as well as how we report environmental performance over time. ISO 14001 also integrates awareness of environmental risks and risk planning schemes. In 2025, **55% of O-I plant locations were ISO 14001 certified**, including 97% of European plants. 100% of our locations have active, comprehensive environmental management programs in place.

Air Emissions Management Program

The EHSIP defines standards for plant Air Emissions Management Programs to manage risks and impacts related to air pollution. It establishes categories for this improvement, including program documentation, controls, training, and record keeping. The EHSIP stipulates that each site should keep an up-to-date Air Emissions Management Program, which is reviewed annually and approved by its Plant or Site Manager. Program documentation would include required permits and licenses. In 2025, our plants achieved 80% global completion rate of our air emissions management system criteria.

The success of our Air Emissions Management Programs is tracked through air emission stack testing, documented investigations, control equipment and monitoring system maintenance records, regulatory reporting requirements, and air permits. It also includes corrective or preventive actions for air emission exceedances.

Air Quality Control

Managing air emissions, particularly non-CO₂ pollutants, is key to mitigating environmental and health risks associated with our operations. Non-CO₂ pollutants, including NO_x, SO_x, and PM, are key contributors to air quality degradation and climate change. Proactively addressing these pollutants not only supports our regulatory compliance but also promotes a cleaner, healthier, and more sustainable future.

About 85% of our locations maintain Air Quality Control equipment (e.g., filter, DeNO_x, etc.) and Continuous Monitoring Systems. Secondary emissions abatement systems may include scrubbers, baghouses, electrostatic precipitators, SCR-DeNO_x, and catalytic ceramic candle filters. According to the EHSMS, each site is to maintain a process to identify, evaluate, and review current and future air emissions regulatory impacts with the goals of adhering to compliance requirements and striving for best practices.



Regulatory Compliance & Data Controls

As part of the commitment to environmental sustainability and to improve global air quality, O-I follows national, state, and local specific regulations at all manufacturing facilities, reporting to governmental agencies or externally when required. Many regions have strict limits for NOx, SOx, and PM emissions. Failing to meet these standards can result in fines, penalties, and operational restrictions. We strive to meet or exceed air quality standards according to furnace type and local regulations, focusing on reducing our highest risks and aligning with our sustainability objectives.

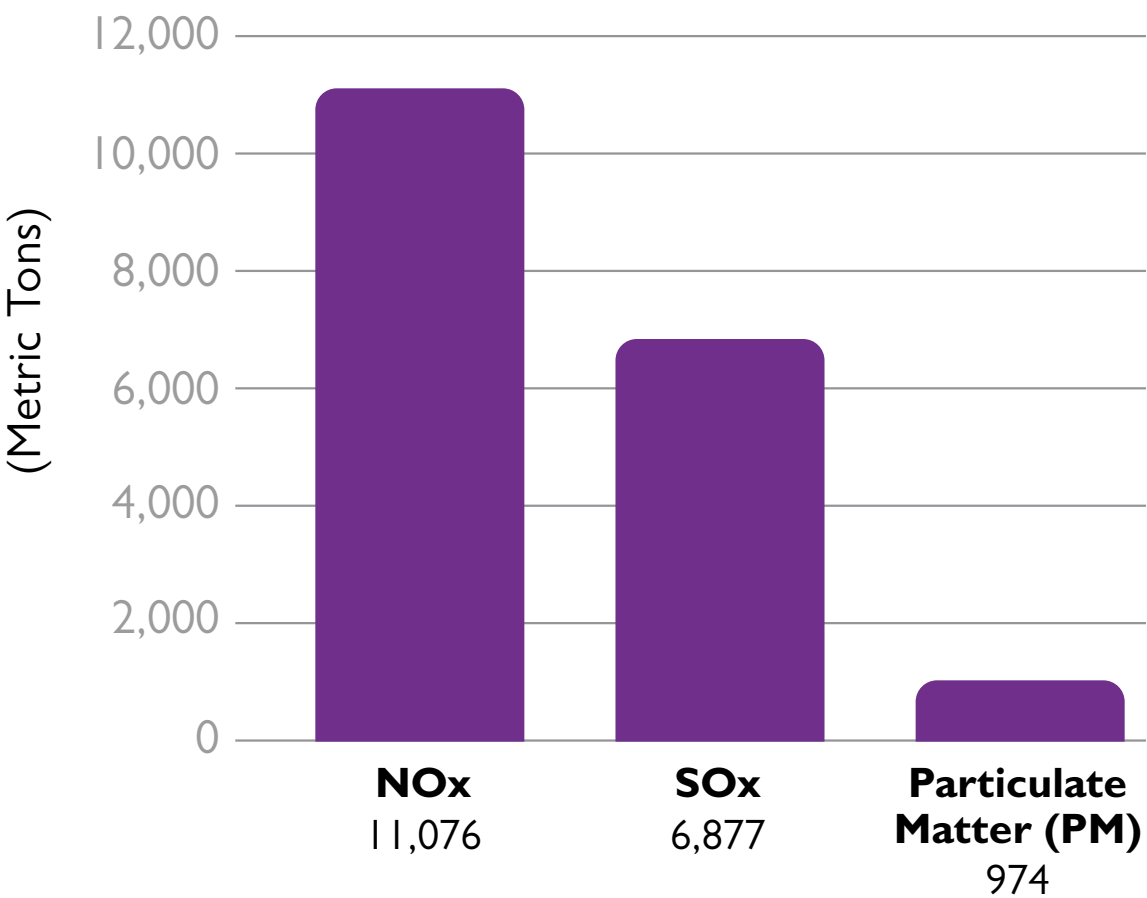
O-I is organizing internal structures to prepare for and respond to developments in current and emerging environmental compliance. The Environmental team created a **regulatory profile assessment** in the United States. This system provides automated compliance alerts for regulatory changes. The process implemented in North America tracks emerging non-CO2 air emission risks. Similar activities have occurred around the world. We have assessed opportunities in emerging markets,

established minimum expectations for air, water, and waste, and benchmarked data in the U.S. and Europe.

In 2025, the Global Environment Team, Country Group and Plant EHS Managers, the Sustainability Reporting Team, and the Internal Audit Team collaborated to enhance the reliability, documentation, and readiness of our environmental data to support both internal management and upcoming reporting requirements. They partnered to train data managers, **strengthening our environmental data controls and management systems**. The teams explored how our EHSMS supports the quality of environmental data, which is essential to delivering on our commitment to customers and communities. They worked to gather supporting evidence and improve data accuracy and quality across all plants. They gleaned key learnings and shared best practices to be applied across our sites. Together, we have strengthened the foundation for environmental management, operational transparency, and sustainability throughout our enterprise.

METRICS

2025 Global Air Emissions



- 85%

Air Emission Controls: NOx-reducing process equipment or NOx air pollution control equipment was installed at nearly 85% of our locations worldwide.
- 100%

Environmental Management Systems: 100% of locations have active, comprehensive environmental management programs in place.
 - 55% of O-I plant locations were ISO 14001 certified in 2025, including 97% of European plants.
- 97%

In 2025, our plants achieved a **97% completion rate** of the EHSIP.



Water

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Water

The following section details O-I’s management of **risks and opportunities** related to O-I’s water consumption. These risks and opportunities are driven by cost increases or decreases for water usage in our operations, as well as by legal and regulatory costs.

			Value Chain		
Material Topics	IRO Result	IRO Description	↑	O-I	↓
Water Consumption	Risk	Cost and legal requirements related to water consumption	●	●	
	Opportunity	Opportunity for cost reduction with water reuse		●	

IRO = Impacts, Risks, & Opportunities
↑ = Upstream O-I = Own Operations ↓ = Downstream



Policies

In our operations, we primarily use water for cooling manufacturing processes and maintaining our plant equipment at a safe operating temperature. We aim to be good stewards of water and to foster sustainable and equitable management of freshwater resources. By building a culture of employee awareness, we seek to use our water resources responsibly, lead by example, and create the balance needed for sustainable support of the communities where we operate.

At O-I, we recognize that water is a precious resource, and its global availability is a growing concern. The United Nations recognizes access to clean water and sanitation as a human right – because both play a key role in the basic health and prosperity of each one of us.

O-I’s **Water Management Policy** establishes the minimum expectations for water management at all facilities. It provides good water management practices that can reduce O-I’s impact on the environment, advance progress toward sustainability

objectives, and reduce costs. The Water Management Policy establishes roles and responsibilities, plant-specific requirements, and components of the water management program that each facility should operate, including water balance studies, water stress tests, and water reduction programs. It addresses all water used and discharged by O-I facilities to define water minimization strategies and to avoid water pollution from normal activities. The policy also includes Water Management Guiding Principles directing the development of site-specific Water Management plans, conducting a water balance study, actively reducing water use, and promoting visible water conservation awareness.

O-I’s **EHS Policy** states our objectives to meet or exceed applicable environmental laws and regulations along with working to reduce the environmental impact of our operations and optimize the use of natural resources. Our policies and operating procedures are designed to manage compliance with applicable environmental laws, regulations, and permits.

Actions

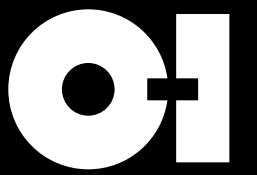
As part of our global environmental management strategy, we implement comprehensive practices to minimize and control water consumption. Environmental and climate considerations are integrated into our strategy, operations, capital decisions, and enterprise risk management. We seek to avoid or mitigate water risks by meeting or surpassing compliance requirements. Managing water usage is embedded in our EHS operations and data controls. Reducing our water usage can, in turn, reduce costs as well as alleviate the draw on natural resources.

Our EHS global leadership structure integrates enterprise strategy with operational and plant-level priorities. The Vice President of Global EHS, along with Global Directors of Environmental Affairs, Health & Safety, and EHS Contractor Management, collectively oversee the EHS Management System (EHSMS). EHS Country Group leadership connects company strategy with local regulatory and operational needs. Plant-level EHS Managers and plant leadership guide water initiatives.

EHS Management System

O-I’s **Environmental, Health and Safety Management System** (EHSMS) establishes the structure through which we manage and strengthen environmental, health, and safety performance across the organization. The system clarifies leadership accountability, guides resource deployment, and supports execution of strategic priorities through focused improvement initiatives aimed at minimizing impacts on employees, communities, and the environment. The system is based on a foundation that includes incident management, commitment, organization, communication, measurement, education and training.

Globally, **self-assessments** are conducted as an integral part of the EHSMS to provide a standardized approach for evaluating performance. These assessments help identify and reduce risk while supporting sustained improvement over both the short and long term. Assessment criteria focus on O-I’s most relevant EHS risks, prioritize resourcing and investment, and drive preventive actions by tracking leading indicators.



Specialized EHS **tactical teams**, including those focused on water management, drive risk mitigation, incident prevention, positive behavioral change, and increased awareness of key focus areas. These teams lead environmental stewardship and continuous improvement activities, including employee engagement, training, and incident management processes. In parallel, O-I continues to strengthen organizational capabilities by addressing knowledge gaps, developing expertise in key focus areas, and expanding access to supporting tools and training.

Employees are encouraged to contribute innovative solutions and share ideas that can be scaled across the organization to strengthen best practices and optimize resource utilization. Frontline employees play an important role in identifying opportunities to reduce water use and our corresponding environmental impact.

The annual **EHS Improvement Plan** (EHSIP) serves as the primary mechanism for managing risk-reduction and control activities and advancing EHS performance across the company. Plant and country group leaders are accountable for achieving continuous progress against defined expectations. O-I targets implementation

and effective operation of at least 90% of the criteria associated with each EHSMS element. In 2025, our plants achieved a 97% completion rate against EHSIP objectives.

Global EHS Check-In Visits

During 2025, the Global EHS Team visited select plants for EHS check-ins. The team identifies and visits plants to review and validate EHSIP activities. The visits provide opportunities to exchange best practices and technologies while offering the plant support in line with the EHSMS Criteria. Following each visit, the local team receives a check-in report summarizing key observations, discussion topics, and

required follow-up actions. The report also documents the results of the EHSMS review and provides recommendations to support continued improvement across all EHSMS elements.

Environmental Management Systems

Environmental management systems within the EHSMS help guide O-I's approach to improving environmental performance. ISO 14001 serves as a key framework for implementing the company's environmental and EHS objectives at the plant level. The standard provides a framework for continuous improvement in resource

efficiency, waste reduction, and costs, in an organized, reportable fashion. O-I uses the standard to bring global uniformity to how we measure and reduce our consumption, as well as how we report environmental performance over time. ISO 14001 also integrates awareness of environmental risks and risk planning schemes. In 2025, **55% of O-I plant locations were ISO 14001 certified**, including 97% of European plants. In addition, **all locations maintained active environmental management programs** designed to manage environmental impacts and support ongoing improvement.



Water Management Program

O-I is committed to reducing the water consumption in our operations. We employ a number of water minimization techniques at our facilities, including ongoing water consumption reduction projects, water recirculation systems, treatment and reuse, and process optimization.

The EHSMS establishes criteria for improvement, including program documentation, controls, and record keeping. It tracks the training of employees and contractors at the site who lead or participate in water management. According to the EHSMS, plants' written programs and procedures should include a **Water Reduction Program** and a Water Management program. Such documentation may include water balance studies, Treatment Equipment Management, and operational layout and mapping of rainwater drainage and sewage. EHSMS water recordkeeping criteria include water reporting requirements, sampling, analysis, and mapping; non-compliance events; a Water Treatment Systems Register; key performance indicators for water; and corrective and preventive actions.

We take a holistic approach to water management and strive for efficient consumption at every stage of production. This includes the use of water meters to monitor and track water use, helping us identify opportunities for reduction and to optimize processes. We also focus on water-efficient technologies, such as water recirculation systems, and aspire to conduct a water balance study at each plant.

In **2025**, our teams led **17 water-use and discharge projects** worldwide to improve **our water-monitoring capabilities, reduce consumption, and comply with legislation**. Water balances, meter installation specifications, and best practices have been provided to the global business to facilitate reductions in water consumption and impact mitigation.

Reporting Compliance & Data Controls

Water consumption is measured and monitored using meters, water balance studies, invoices, and estimates, depending on the plant. Utilizing diverse water sources and providers worldwide requires a range of strategies for controlling, metering, and reporting data.

The company may face challenges, as our global operations are subject to extensive laws, ordinances, regulations, and other legal requirements governing environmental protection. Failing to meet these standards can result in fines, penalties, and operational restrictions. O-I follows national, state, and local specific regulations at all manufacturing facilities, reporting to governmental agencies or externally when required.

We are taking action to **improve our monitoring systems** and **standardize our data** collection as part of a comprehensive approach to water stewardship. Our dedicated water tactical team is primarily focused on data and controls, reporting, and strategy. Ongoing activities include installing water meters, closing data gaps, and making that data available in our global system.

During 2025, the Global Environment Team, Country Group and Plant EHS Managers, Sustainability Reporting Team, and Internal Audit Team worked together to improve the quality, consistency, documentation, and readiness of environmental data. Through training initiatives and process improvements, the teams enhanced environmental data governance and control practices to support both internal decision-

making and evolving external reporting requirements. They also reviewed the role of the EHSMS in supporting data quality, strengthened supporting documentation, improved data accuracy, and shared lessons learned across facilities. These collective efforts further reinforced O-I's environmental management framework, increased operational transparency, and supported enterprise-wide sustainability performance.





Water Risk Assessment

Water is a vital resource in our operations and communities, and we are committed to minimizing our impacts, particularly in geographies with high and extremely high water scarcity. Water stress is considered an inherent risk associated with plants that are located in high- or extremely high-water-stress areas. High competition for the resource among users can be expected, and that might impose risks on the company and customers' overall performance. Water supply availability could also represent production disruptions and delays. O-I is subject to various environmental legal requirements and may be subject to new legal requirements in the future.

O-I evaluates water stress using the **Aqueduct™** tool from the **World Resources Institute (WRI)**. In 2025, 37% of O-I plants (excluding plants divested or sold) were in water-stressed areas classified as “high” or “extremely high” baseline stress.

In 2025, the **water tactical team** began developing a water risk index to be even more robust. The new process intends to facilitate global and local decision-making. It will consider not only water scarcity or availability as assessed by the Aqueduct™ tool, but also each plant's actual usage. In this way, we create a complete picture of the demand on available water resources.

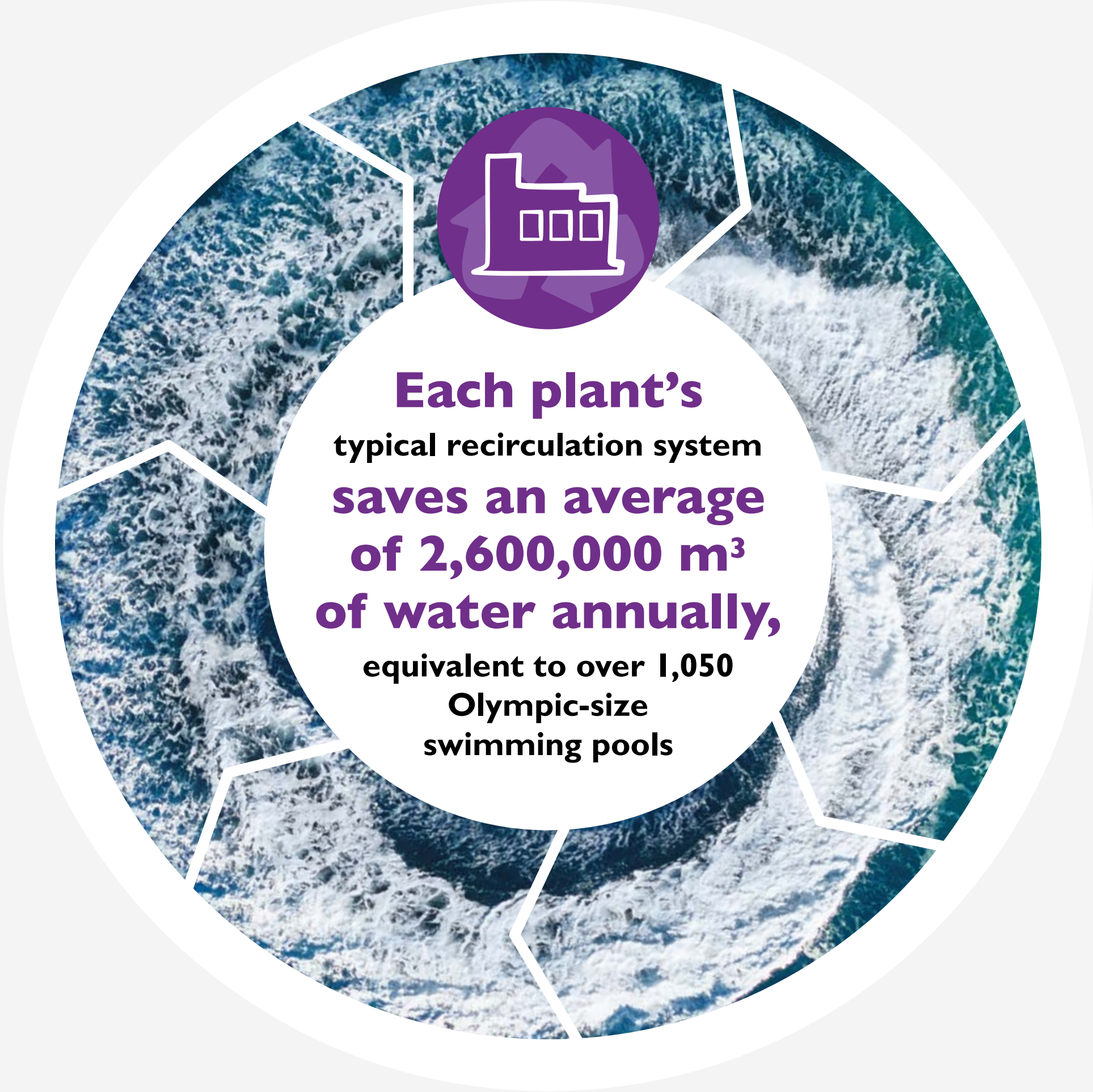
WATER CONSERVATION INNOVATIONS IN ITALY

The Aprilia plant in Italy examined its water usage and identified areas of opportunity to reduce water consumption. Over the last several years, the Aprilia team has worked to optimize reverse osmosis and compressor cooling systems, stop or prevent water leaks, modify cooling systems to recirculate water rather than discharge it, and decommission installations no longer in use. Together, these initiatives have reduced the plant's water withdrawal by about 26,500 m³ per year.³ That is enough water to supply around 150 Italian households per year.⁶ This is an example of what our plant teams can accomplish for our business, the environment, and our communities.



Water Recirculation

Our conservation initiatives recycle and reuse water whenever practical to reduce O-I’s impact on natural resources. The **majority of the water used** in our plants is **designed to be recirculated**. We estimate that the typical recirculation system is designed to save, on average, over **2,500,000 m3** of water per plant annually, equivalent to over 1000 Olympic-size swimming pools. As we enhance our data systems, we intend to secure more accurate data on these practices to gain an understanding of the effectiveness of our recirculation systems.



METRICS

2025 Total Global Water Consumption (Cubic Meters – m3)

	Total	In Water-Stressed Areas
Withdrawal	15,101,651	2,249,286
Discharge	8,275,190	1,100,185
Consumption	6,826,461	1,149,101





In 2025, 37% of O-I plants were in:

-  **EXTREMELY HIGH** Water Stress
-  **HIGH** Water Stress

Resource Use & Circular Economy

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Resource Use & Circular Economy

The following section details O-I’s management of **impacts, risks, and opportunities** related to **resource use and the circular economy**. The section addresses risks to our operations, including costs associated with fines, reputational damage, or regulatory non-compliance. The circular economy discussion explores our usage of recycled content in our production to create a positive impact on our entire value chain and an opportunity for our own operations.

			Value Chain		
Material Topics	IRO Result	IRO Description	↑	OI	↓
Waste Management	Risk	Costs from fines, reputational damage, or operating license restrictions due to non-compliance with environmental regulations		●	
Circular Economy	Impact	Usage of recycled glass requires less energy, reducing carbon emissions. Reduce raw material use, decrease waste generation, pollution, and habitat destruction.	●	●	●
	Opportunity	Opportunity to maximize glass-making technology and cost reduction , if recycled glass is available for production.		●	

IRO = Impacts, Risks, & Opportunities **↑** = Upstream **OI** = Own Operations **↓** = Downstream



Policies

At O-I, we believe that glass should never be trash. **Glass** has the properties to be 100% recyclable, infinitely, making it an **ideal package for the circular economy**. As a renewable material, once glass is created, it can be reheated and formed into another container. Using recycled glass to make new glass containers, our manufacturing process requires fewer raw materials and less energy. Every ton of glass recycled saves 1.16 tons of raw materials. Energy consumption drops about 3% for every 10% cullet used in the manufacturing process, and every 10% of cullet used reduces emissions from melting by about 5%.⁴ Recycled glass is nearly always part of the recipe for glass, and O-I is striving to increase the recycled content in our products and decrease our use of virgin raw materials. Glass that does not make it into the final product is typically recycled and returned to the furnace, thereby reducing energy use, pollution, raw materials use, and the strain on the earth’s finite natural resources.

We are working to **reduce the natural resources we use and the waste we generate**. O-I continues its efforts to design out waste to make glass production a circular process.

Waste management is part of O-I’s environmental stewardship. Managing all wastes, including hazardous and non-hazardous waste, properly reduces risks to health and the environment. Focusing on waste diversion and aiming for zero waste to landfill can significantly cut our environmental

impacts. By recycling, reusing, and diverting waste from landfills, we can lower our disposal costs, maintain compliance, and enhance sustainability. A strong waste management program helps us drive operational efficiency and support circularity. Preventing waste is the preferred option, and sending waste to landfill should be the last option according to our waste hierarchy.

O-I **Waste Management Policy** establishes minimum expectations for waste management and provides good waste management procedures that can reduce O-I’s impact on the environment and related costs. The policy applies to all O-I employees, contractors, and visitors at all O-I sites, including plants, offices, warehouses, mines, and other O-I owned facilities.

O-I works to promote appropriate waste collection, handling, and storage through regulatory compliance, maintaining standard operating procedures, and conducting job hazard analysis to manage wastes safely. Through identification, labeling, and an audit process, we look to avoid mixing different types of wastes, in particular, non-hazardous with hazardous waste. This leads to proper waste separation and collection, which maintains workplace safety.

O-I has a **Hazardous Materials Management policy** governing the secure storage, labeling, ventilation, and separation of hazardous substances and dangerous goods from incompatible materials. This shall be done in accordance with local regulatory requirements.

As per O-I’s **EHS Policy**, we strive to meet or exceed applicable environmental laws and regulations while working to reduce the environmental impact of our operations and optimize the use of natural resources. Our policies and operating procedures are designed to manage compliance with applicable environmental laws, regulations, and permits.



⁴According to FEVE, every 10% of cullet used reduces emissions from melting by about 5%.



Actions

Circular Economy

To increase the use of recycled material, decrease our use of virgin raw material, and promote circularity, O-I focuses on engaging the recycling ecosystems around our plants and targeting scalable solutions. We are designing **processes and partnerships** for both **recovery and reuse** in the manufacturing process. We are collaboratively developing positive external and internal relationships, pooling available resources, and seeking stakeholder buy-in. O-I invests in partnerships with stakeholders across the glass value chain to keep more glass in the circular system and out of landfills or the environment.

SUPPLIERS

O-I understands that there is market competition to acquire a limited supply of cullet. We have worked to maximize our operational ability to utilize our available cullet supply. Cullet supply is most limited in the Americas. We are also collaborating with our suppliers to build long-term relationships in order to enhance cullet collection and treatment, improve cullet cost and quality, and enable **higher cullet usage** in our furnaces. In 2025, we have particularly focused on cullet quality in Europe, where there is greater cullet availability.

PROCESSING

O-I owns or is a partner in cullet processing businesses globally. These ventures include direct operations and joint ventures in the Americas and Europe.

OTHER INDUSTRIES

Partnerships with manufacturers of other types of glass create additional opportunities to **convert end-of-life glass products** into cullet for use in our furnaces rather than being sent to the landfill. Current partnerships successfully recycle end-of-life solar panels or flat glass into high-quality cullet.

O-I OPERATIONS

We are enhancing our processes to enable the use of more recycled content and fewer virgin batch materials in our furnaces. Significant investments have been made in plant infrastructure, particularly in cullet storage, to secure reliable quality and supply, enabling higher recycled content in our products.





CUSTOMERS

O-I is partnering with customers to design closed-loop recycling systems. Unusable glass from customer fill sites is picked up, processed as needed, returned to an O-I plant, and put back in our furnaces. This reduces waste, increases recycled content in our products, facilitates more sustainable packaging, and reduces the climate impact of both O-I and our customers. In 2025, O-I engaged in about **40** of these **closed-loop programs** across the globe, resulting in over **122,000 tons of glass** kept in the circular system.

Through our partnerships, we are empowering communities to join the circular economy.



COMMUNITIES

We are developing community recycling programs by investing in equipment and partnering with local governments, businesses, and organizations to establish collection sites and capabilities. In the U.S. O-I has created **47 collection sites**, two of which were created in 2025. These sites operate through **21 community recycling programs**.

Of these, **five are Glass4Good™** programs, which are specific to our plant communities and work to convert recycled glass into charitable donations for our communities. In 2025, Glass4Good™ donated over \$31,600 to United Way and collected 392 tons of glass, creating a positive impact on the environment by saving nearly 455 tons of raw materials, over 134 metric tons of CO₂, and the equivalent emissions from nearly 18 homes' energy use for a year.⁵ The Glass4Good™ programs recycled 24% more glass in 2025 than the previous year, helping make more recycled glass available for manufacturing.⁶

POLICYMAKERS & REGULATORS

When choosing to package products in glass, companies are choosing a sustainable packaging solution that can be infinitely recycled—which gives them greater transparency in their supply chain. As glass is the optimal packaging choice, O-I **advocates for policies** that reward recyclability and build circularity. Globally, O-I engages with policymakers to **shape packaging regulations, promote glass collection and recycling**, and support laws that account for factors such as waste reduction, complete lifecycle impacts, and positive environmental outcomes. O-I works globally to highlight the real-world impact of packaging policy – on our customers, our employees, and our communities. Because of the scope of our business, O-I acts as a subject matter expert to regulators around the world, not just because we love glass, but because we believe glass to be the best packaging choice for a sustainable future.

“We believe in a level playing field. One where recyclability is rewarded. One where circularity is the goal – not just a buzzword. One where the collateral impacts of waste, food contact, and ecological impact actually matter in the equation.”

—Randy Burns, Chief Administrative & Sustainability Officer (He/Him)

GLASS INDUSTRY

O-I leverages partnerships with local, national, and international associations that **facilitate collaboration and open dialogue** with stakeholders. We are working with industry associations to drive recycling campaigns to encourage glass collection, recruit new ambassadors, and increase glass recycling around the world.

O-I is working to promote glass circularity not only by collaborating with customers, but also by advocating on a global level. Through FEVE and national glass associations, O-I is proud to participate in **Close the Glass Loop**. This industry-wide initiative aims to raise glass recycling to new heights across the European Union.

By working together, sharing information, collaborating, and making efficient use of our resources, we can collect more glass and keep it in the value chain and out of landfills.



Partnerships for Returnable Bottles

Customers today are asking for more – more sustainability, more circularity, and more solutions. O-I is collaborating with our value chain to promote circularity, even beyond collecting recycled glass. We worked in partnership with our customers to create a positive impact on the circular economy. For example, a historic aperitif distillery, Distillerie Armand Guy, challenged us to develop a returnable, refillable glass bottle while fully preserving their brand-defining story. Thanks to strong collaboration between our customer, our French teams, and the Béziers plant, we’re now producing Le Pont’s returnable bottle—turning ambition into reality. Rather than a paper label, O-I created a screen-printed label that would facilitate reusability, requiring less time and water to prepare bottles for refilling. We have seen positive results in the initial consumer participation in the returnable scheme. The novel returnable glass spirits bottle helps create a circular packaging system, while still honoring the historic Le Pont brand with an expressive glass bottle.



In Oregon, U.S., O-I partnered with Revino, a start-up that seeks to popularize a returnable glass bottle model in the heart of U.S. wine country. We worked to create a proprietary returnable glass wine bottle that can be reused 25 to 50 times⁷ before being retired and recycled into new glass packaging. Under Revino’s model, they deliver reusable glass bottles to participating wineries. The bottles are filled using standard bottling equipment. Once empty, the reusable bottles are returned to the wineries or a partner location. The bottles are then washed, inspected, and tested at Revino’s facility before returning to one of the more than 70 winery partners. By providing a closed-loop system that keeps bottles in circulation, the partnership supports the wine industry’s drive towards lower emissions, reduces reliance on imported glass, and demonstrates how glass is an ideal material to support a circular economy.

Raw Materials Use

Beyond our efforts to replace virgin raw materials with recycled glass, O-I is innovating to **reduce the need for raw materials** in our production processes. From our own process, sodium sulfate has been reclaimed through exhaust abatement, so it might be reused in the batch in place of raw materials and kept out of the environment. In select locations, we have also safely and successfully reused byproducts or waste from other industries that can be substituted for raw materials in our process. Through these practices, we lessen the draw on virgin raw materials and divert potential wastes from landfills.

Waste Management

As part of our global environmental management strategy, we implement comprehensive practices to **minimize and control the impacts of physical waste** on the environment and people in the communities where we operate. Environmental and climate considerations are integrated into our strategy, operations, capital decisions, and enterprise risk management. We seek to avoid or mitigate risks of fines and penalties related to waste by meeting or surpassing compliance requirements. Managing our waste output is embedded in our EHS operations and data controls.

Our EHS global leadership structure bridges our ambitions with action by integrating strategy, operational, and plant-level needs. Global Directors of Environmental Affairs, Health & Safety, and EHS Contractor Management oversee the collective EHS Management System (EHSMS) and report to the Vice President of Global EHS. EHS Country Group Leadership connects company strategy with local regulatory and operational needs. Each plant has a facility-level EHS Manager who works with local leadership to guide action plans.





EHS Management System

Our **Environmental, Health and Safety Management System** (EHSMS) provides a framework for continuous improvement across environment, health, and safety performance. It defines leadership roles, resource allocation, and supports strategy execution through targeted improvement plans to reduce impacts on people, the environment, and communities. The system is based on a foundation that includes incident management, commitment, organizational structure, communication, performance measurement, education and training.

At the global level, internal **self-assessments** are conducted as a key component of the EHSMS to establish a consistent baseline for performance measurement. Our focus is on reducing risks and driving short and long-term improvement. The self-assessment criteria address our most relevant EHS risks, prioritize resourcing and investment, and drive preventive actions by tracking leading

indicators. With the means and autonomy, employees can innovate and bring their ideas to the global level to advance best practices and alignment of critical resources. We empower our frontline workforce to identify opportunities to improve O-I's environmental performance, including opportunities to reduce waste, improve recycling, lower water consumption, and reduce energy consumption.

Tactical teams for EHS topics, such as waste management, drive risk mitigation, incident prevention, positive behavioral change, and increased awareness of key focus areas. They lead environmental protection efforts and foundational improvement initiatives, including communication, education, and incident management. We are working to identify gaps in our capabilities and knowledge and build competencies within our focus areas as a priority, in addition to providing tools and training.

We drive risk mitigation and control actions through the annual **EHS Improvement Plan** (EHSIP). It serves as our guidepost for

advancing EHS excellence. Plant and country group leaders are responsible for continuous improvement towards established expectations. Our goal was to have at least 90% of the criteria for each respective EHSMS element in place and functioning. In 2025, our plants achieved a 97% completion rate of the EHSIP.

Global EHS Check-In Visits

Over the course of 2025, the Global EHS Team engaged with our people, from top leaders to front-line workers. This included visiting select plants for EHS check-ins. The Global EHS Team identifies and visits plants to review and validate EHS Improvement Plan activities. They provide the plant with support in line with the EHSMS Criteria, while exchanging best practices and technologies. After each visit, a check-in report is provided to the local team highlighting key topics and any required actions. The report also includes the results of an EHSMS evaluation, observations, and recommendations for all EHSMS elements.

Environmental Management Systems

Within our EHSMS, O-I's environmental management systems provide a foundation and roadmap for improving environmental performance. ISO standard 14001 is used as a tool for translating our EHS mission into action in our facilities. The standard provides a framework for continuous improvement of resource efficiency, waste reduction, and costs over time in an organized, reportable fashion. O-I uses the standard to promote global uniformity in how we measure and reduce our consumption and waste, as well as how we report environmental performance over time. ISO 14001 also integrates awareness of environmental risks and risk planning schemes.

Regulatory Compliance & Data Controls

As part of the commitment to environmental sustainability and to reduce waste, O-I follows national, state, and local specific regulations at all manufacturing facilities, reporting to governmental agencies or externally when required. Failing to meet these standards can result in fines, penalties, and operational restrictions. Beyond

compliance, we focus on reducing our highest risks and achieving our sustainability objectives.

O-I is organizing internal structures to preempt and respond to developments in current and emerging environmental compliance. We have assessed opportunities in emerging markets, established minimum expectations for waste management and benchmarked data in the U.S. and Europe.

In 2025, the Global Environment Team, Country Group and Plant EHS Managers, the Sustainability Reporting Team, and the Internal Audit Team collaborated to enhance the reliability, documentation, and readiness of our environmental data to support both internal management and upcoming reporting requirements. They partnered to **train data managers, strengthening our environmental data controls and management systems**. They evaluated how our EHSMS supports environmental data quality, gathered supporting evidence, **improved data accuracy**, and shared key learnings across our plants. Together, we are strengthening the foundation for environmental management, operational transparency, and sustainability throughout our enterprise.

Waste Management Program

The EHSIP establishes categories for this improvement, including program documentation, controls, training, and record keeping. It tracks the implementation and review of site-specific written **Waste Management Programs** and **Waste Minimization Plans** that identify plant targets. Other program documentation includes waste characterization, hazard analysis, standard operating procedures, and compliance requirements. Program documentation would include required permits and licenses. In 2025, our plants achieved an 80% global completion rate of our waste management system criteria.

According to the EHSMS, waste management training programs should include a waste determination process, hazards and proper waste management, and emergency procedures. Local regulatory training is provided to employees and contractors managing hazardous waste.

Waste segregation and storage are tracked and identified on a site map. Waste storage is to be properly labeled, contained, and separated according to waste classification. Waste-generating processes are annually assessed for reduction opportunities

such as prevention, minimization, re-use, and recycling. O-I tracks that employees and contractors are wearing appropriate PPE when handling wastes, per O-I standards and local regulations. Plant waste recordkeeping should include a waste registry, quantities, shipping documentation, and weekly inspections.

Our manufacturing facilities implement personnel training initiatives for environmental regulatory compliance programs, such as hazardous waste, stormwater, oil, and hazardous chemical materials management.



ZERO WASTE AWARDS – O-I PERU

Our plant teams work continuously to use our resources efficiently and reduce waste. In 2025, the team at O-I Peru was recognized for their achievements in reducing waste sent to landfill. O-I Peru received two awards at the Integrated Solid Waste Management. They were recognized at an inaugural national-level event in Peru that brought together companies, municipalities, and universities involved in sustainability, specifically focused on achieving zero waste to landfill. At this event, O-I was recognized in two categories: the Largest Amount of Waste Valorized in 2025 and the Best Strategy Towards Zero Waste in 2025. O-I ranked within the top five companies for each category. Representatives from the team were invited to participate as panelists at the event, sharing their experience in zero-waste operational strategy.

Waste valorization is the process of transforming discarded materials into raw materials or energy sources.⁸ O-I Peru implemented a variety of initiatives within the zero-waste strategy, valorizing waste by finding innovative ways to extend the useful life of materials. First, the organic waste from the dining hall is collected and transformed into animal feed and compost. Oil recovered from the manufacturing process is re-refined into second-use fuel. Raw material waste, refractory materials, and construction and demolition waste are valorized to serve as inputs for construction materials. Some plastics are reused and serve as inputs for the production of plastic wood. Electrical waste and electronic equipment are sent directly to a valorization plant. Other waste streams, such as paper, cardboard, and metal, are recycled. Work uniforms in good condition have the logo removed and are donated to a recyclers' association. These efforts in Peru reflect our focus on sustainability and serve to reduce waste, costs, and O-I's impact on the environment and our communities.



Packaging of Packaging

O-I recognizes that if we manufacture what we believe to be the world’s most sustainable packaging, we must also promote a system through which glass itself is packaged sustainably when delivered to our customers. We have found several opportunities to meaningfully reduce the environmental impact of our packaging through reduction and reuse initiatives.

WOOD PALLETS

Engaging in pallet pooling internally or participating in national/industrial systems. Through partnerships with customers, we are repurposing and **reusing** pallets in small **closed-loop** systems.

CARDBOARD

Limiting waste of cardboard packaging by using products made from recycled paper fibers, through **reuse**, or using plastic layer pads as alternatives in a **returnable** scheme.

PLASTIC DUNNAGE

Increased integration of **reusable** plastic pallets, tier sheets, top caps, and top frames.

FIBERBOARD

Reusing tier sheets and **reducing** fiberboard weight.

PLASTIC FILM

Reducing plastic film utilization through post-consumer **recycled material** utilization, film thickness, and overall load wrapping.

Metrics & Targets: Resource Inflows

The natural composition of glass’ four basic **ingredients: sand, limestone, soda ash, and cullet**, means glass packaging is considered virtually inert, which means it does not absorb or interact with the food and beverages inside. What goes into a glass container is what comes out—nothing more. O-I consistently seeks new ways to increase cullet use in our products and reduce our reliance on virgin raw materials.

The materials breakdown presents the global composition of the total raw materials and cullet used to manufacture our products. Cullet percentage in the materials composition does not reflect the recycled content in our products, but rather the amount of internal and external cullet used in production.

Materials Breakdown: 2025 Global Materials Composition

Cullet
45%

Sand & Other Raw Materials
37%

Limestone
9%

Soda Ash
9%



Targets & Metrics: Resource Outflows

Products

Glass is a trusted and proven packaging for sustainability, health, taste, and brand-building. Glass does not present food/beverage contact issues or leach dangerous chemicals that could harm us, the earth, oceans, or marine life. That's why we believe glass is the best packaging choice for the planet.

Glass is a food contact material that the U.S. Food and Drug Administration (FDA) deems "Generally Recognized as Safe." The glass melting process transforms materials into a new substance whose characteristics are distinct and controlled. It is a "one-way" process as it cannot be reversed, and the components cannot be separated once the process is done. Additionally, the FDA accepts that glass is an effective barrier to protect food products from potential exposure to materials applied to the exterior surface of glass containers. O-I manages any surface-treatment products, like lubricants or decorations, to consider relevant regulations, such as the FDA and food safety guidelines.

The safety of glass as a material enables O-I to focus our efforts on protecting end consumers through the quality of our products. Our Global

Quality System is responsible for maintaining product safety through quality during the product lifecycle. **Glass is uniquely suited for a circular economy.** It is reusable and is **100% recyclable, infinitely**, without loss of quality or purity. A recycled glass container can become new glass over and over again.

About 80% of recycled glass containers are made into new glass, in as little as 30 days.⁹ Recycled glass is a core part of our recipe for glass. Recycled glass can be substituted for up to 100% of raw materials. The more cullet we use, the fewer raw materials needed in a batch, the greater the decrease in energy used in the furnace and associated CO₂ emissions.

Refillable glass containers are the gold standard for sustainability and circularity. Depending on specifications, glass packaging can be used 25 times on average before being recycled and remelted into new refillable containers.¹⁰

By enabling both reuse and infinite recyclability, glass helps keep valuable materials in circulation, minimizes waste, and supports the transition to more sustainable, closed-loop packaging systems.



Target: Recycled Content

Increase recycled content to 60% average (external by tons packed).

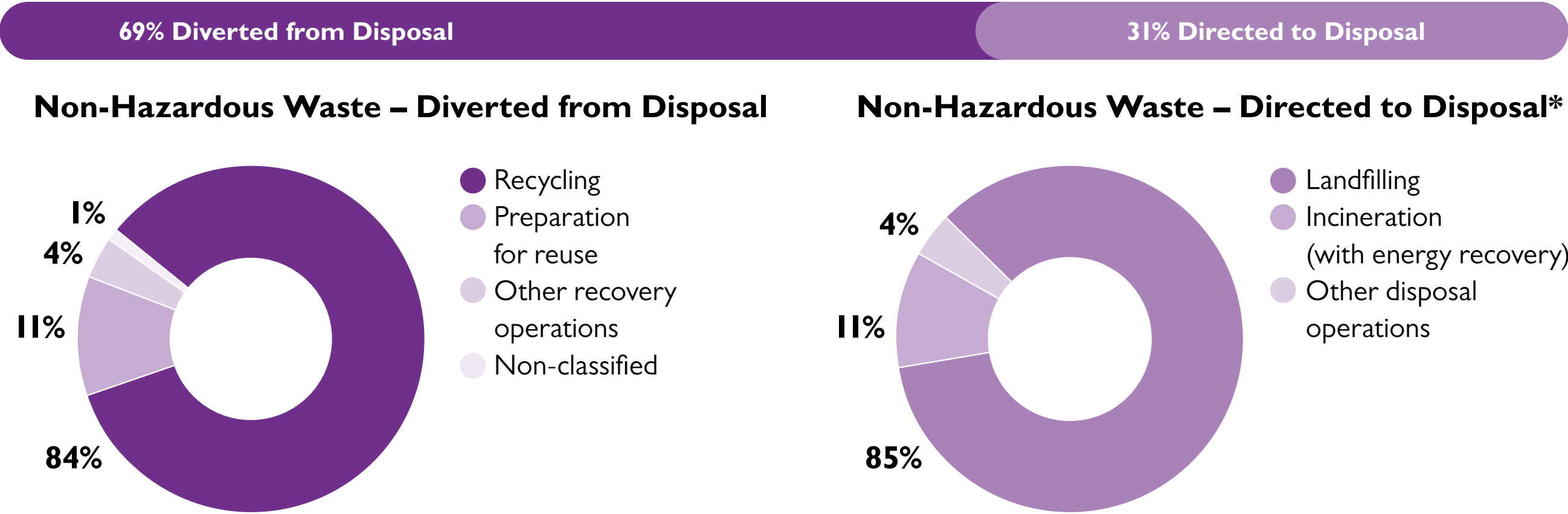
We have set a goal of increasing recycled content to a 60% global average by 2030, in terms of external cullet by tons packed. Globally, our **glass products contained an average of nearly 42% recycled content** in 2025. O-I holds the **patent** on a bottle made from 100% cullet. In Europe, we have used our innovative spirit to produce containers made of up to 100% recycled glass.



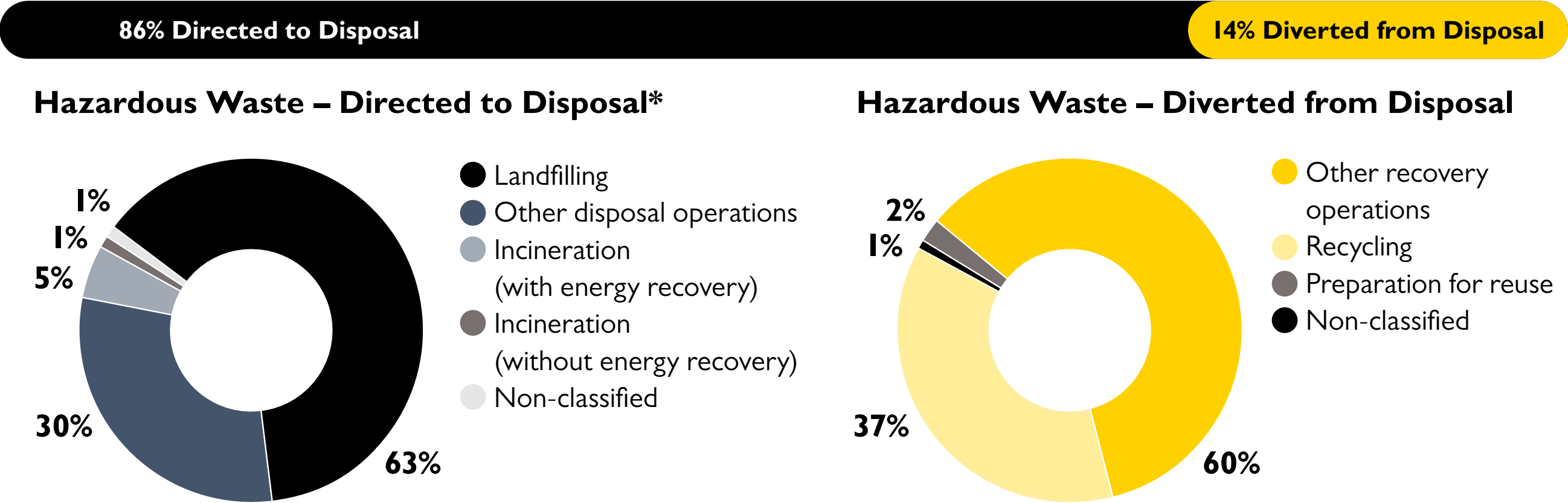
Waste



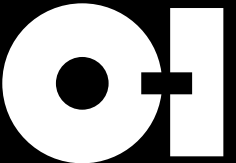
Non-Hazardous Waste Streams – 2025 Global Metric Tons



Hazardous Waste Streams – 2025 Global Metric Tons



*Incineration without energy recovery and non-classified waste make up less than .5% of the total waste streams.



Own Workforce

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Own Workforce

The following section details O-I’s management of **impacts** on our **own workforce** and related **risks**. Impacts may occur within our own operations relating to human rights, occupational health & safety, workforce experience, and workforce inclusion. Our operations are subject to risks related to occupational health & safety, and unionization.

IRO = Impacts, Risks, & Opportunities

↑ = Upstream

= Own Operations

↓ = Downstream

Material Topics	IRO Result	IRO Description	Impact				Value Chain		
			Actual	Potential	Pos.	Neg.	↑		↓
Human Rights	Impact	Potential negative impact on workers in the company’s own operations arising from child labor or forced labor, where human rights requirements and due diligence are not effectively implemented.							
Occupational Health and Safety	Impact	Potential negative impact on workers’ physical health and safety resulting from unsafe working conditions or exposure to occupational health hazards in the company’s own operations.							
	Risk	Financial and operational risk arising from occupational health and safety non-compliance or workplace injuries, including increased compliance costs, insurance premiums, operational disruptions, and potential legal exposure.							
Workforce Experience	Impact	Positive impact on employee well-being, engagement, retention, and professional development resulting from effective talent management, employee development, and compensation and benefit practices.							
Workforce Inclusion	Impact	Positive impact on employee well-being, job satisfaction, and career development through inclusive and non-discriminatory employment practices, including fair access to opportunities, consistent pay practices, and a respectful work environment in the company’s own operations.							
Unionization	Risk	Financial and operational risk arising from unionization activities, including increased labor costs or operational disruptions due to collective bargaining actions, work stoppages, or strikes.							

Policies

Health & Safety Policies

At O-I, we consistently focus on employees' safety. We believe that safety is our #1 priority as defined in our Operating Principles. Being safe is essential to how we run the business and is the bedrock of business performance. We care about our employees and our communities. We strive every day to be a responsible employer, contributing to society and making a difference in a sustainable industry – it's a core part of who we are. This is why everyone has a right to a safe workplace and an obligation to work safely.

As provided in O-I's **EHS Policy**, we strive to meet and exceed applicable health and safety laws and regulations. We work to achieve excellence by reducing injuries and illness, reducing the environmental impact of our operations, and optimizing the use of natural resources. Our policies and operating procedures are designed to manage compliance with applicable labor and safety laws, regulations, and permits.

Our EHS Management System (EHSMS) provides a framework for continuous Environmental, Health, and Safety improvement. The system is based on a foundation that includes incident management, commitment, organization, communication, measurement, education and training. The occupational health and safety focus elements within the EHSMS include **traffic management**, **fall prevention**, **machine safety**, control of **hazardous energy** sources,

respiratory protection, **silica control**, **heat stress management**, and **hearing conservation**. Each of these focus elements has a policy and procedure to set minimum standards for each location across the enterprise.

Workplace & Workforce Governance

O-I's Global Code of Business Conduct and Ethics and **Supplier Guiding Principles** guide our people (employees, leaders, board members, contractors, and suppliers) to understand significant legal and ethical issues that may arise while performing their relevant responsibilities.

As part of our holistic approach to sustainability, we strive to maintain a safe workplace, contribute to sustainable communities, and provide effective, accountable, and transparent governance. O-I is committed to respecting human rights within our workplaces, communities, and supply chains. Our Global Code of Business Conduct and Ethics (Code of Conduct), policies, and procedures form the foundation for our human rights protection.

The Code of Conduct highlights O-I's commitment to an inclusive workplace and to maintaining an environment that is open to and accepting of different perspectives. Our policies include the freedom of individual employees to join or refrain from joining legally authorized associations or organizations and to engage in collective bargaining.



Our policies are designed to adhere to all legal and regulatory requirements and help to maintain a working environment where our people can feel safe, supported, and protected. The Code of Conduct states that the company does not permit the use of child labor, forced labor, or any form of modern slavery. It does not allow physical punishment or abuse. O-I's policies require compliance with all applicable laws prohibiting human trafficking. Any suspected violations should be reported immediately to a supervisor, another manager, Human Resources, the Legal Department, the Ethics and Compliance Office, or the Ethics and Compliance Helpline. See below for more information on the Helpline.

Our policies on topics such as anti-corruption, non-discrimination/non-harassment, and conflicts of interest are described in the Code of Conduct. According to O-I's **Non-discrimination and Non-harassment Policy**, each of us has a personal responsibility to model behaviors that foster a work environment free from harassment or discrimination. The policy guides anyone experiencing or aware of harassment, disrespectful treatment, or discrimination to contact a supervisor, Human Resources, another member of management, the Legal Department, the Ethics and Compliance Office, or to use the Ethics and Compliance Helpline. The Ethics and Compliance Helpline is a secure mechanism that we offer our stakeholders to raise concerns about possible illegal or unethical conduct, or policy violations.

To support an inclusive workplace and provide equitable opportunities, it is critical to control bias. Our HR team provides tools to raise awareness and guide leaders in safeguarding their practices against bias. Such tools include practical guidance on managing biases within the recruitment, hiring, and performance management processes.

Grievance Mechanism and Remediation

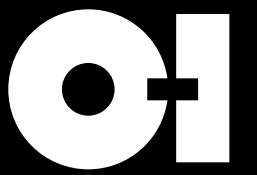
The **Ethics and Compliance Helpline** is a global resource available to employees who have questions about company policies or concerns about possible illegal or unethical conduct or policy violations. The Helpline is a confidential, multilingual reporting mechanism available 24/7 via the telephone or the Internet to O-I's stakeholders. **The Helpline is intended to support the identification, investigation, and remediation of reported concerns.**

Reports to the Helpline may be made anonymously, unless prohibited by local laws. The Helpline does not use caller identification, recording devices, or other methods to identify any person making a report. It is staffed by an independent third party that provides written reports to the Chief Ethics and Compliance Officer and the Director of Global Internal Audit. Concerns raised are investigated in a professional manner. Confidentiality is maintained to the extent possible, consistent with the law and the performance

of a full investigation of the concerns raised. Based on the investigation's findings, corrective action is taken as warranted. **O-I does not tolerate retaliation against individuals who raise concerns or participate in investigations in good faith.**

On average, we receive about 300 calls to our Ethics & Compliance Helpline each year. O-I investigates reports received through the Helpline and takes corrective action as warranted. While it varies, roughly 20% of the reports are found to have merit. In 2025, the Ethics & Compliance Helpline received 6 substantiated reports raising allegations of harassment (as defined in the Helpline's reporting categories).





Actions

O-I has identified risks related to our workforce and impacts that may affect our workers. The following initiatives and management mechanisms detail how the company works to **prevent, monitor, and mitigate adverse risks related to our workforce and impacts on people** within our own operations. This section explains how O-I strives to foster a safe and inclusive workplace, how we work to maintain good relationships and communication channels with our workers and their representatives, and how we support our employees' career development. In these ways, we seek to provide positive employee experiences while making the most of our valuable human resources. These activities are addressed through our Human Resources and Ethics & Compliance teams to manage our workforce and workplace, as well as our EHS team's efforts to manage our people's health and safety.

WORKFORCE MANAGEMENT ACTIONS

Engaging Employees in *The Power of Glass™*

Beginning in 2024 and continuing through 2025, O-I undertook a reexamination of business strategy and connectedness to its stakeholders. One output of this review was the articulation of a new vision and Operating Principles.

Our new vision is: Together, we put the power of glass within reach of everyone, every day.

As we strive toward our vision, O-I's Operating Principles serve as a framework for employees to take action and make decisions in their daily work that are consistent with the values of O-I. The Operating Principles drive our behaviors. These Operating Principles are: making safety O-I's number one priority; operating with transparency, teamwork, and inclusivity; driving productivity, continuous improvement, and sustainability; building shared value with our customers; strengthening leadership through the business; and using economic profit to drive value creation. Led by our people's knowledge and ambition, we are innovating to meet our customers' ever-evolving needs, helping build their brands, and becoming valued partners. To facilitate talent attraction and retention, O-I seeks to provide a safe, inclusive, motivating environment.

A key focus in 2025 was establishing a clear vision for the future. We gathered a group of key employees and change agents to discuss and debate each element of our blueprint

for the future. It was critical to assemble insights from across our global enterprise to actualize our vision. This Power of Glass team then led a transformational initiative to disseminate information and facilitate education on the future direction of our business, including our purpose, strategy, and culture. We engaged our workforce to drive organizational change and align our culture, business drivers, and behaviors with the outcomes needed to make our vision a reality. We designed the engagement plan to allow everyone the time and space to reflect on the blueprint. In a small group setting, employees could ask questions and share ideas on how the blueprint could be leveraged to accelerate our performance. Our vision for the Power of Glass, the operating principles, and our blueprint have shaped our communications and actions throughout 2025 and beyond.

Periodically, O-I holds Global Town Halls for employees following the earnings call with investors. The Town Halls are opportunities for company leadership to share updates on our strategy, growth opportunities, and performance with our people. It also gives employees the chance to ask questions and receive answers from company leadership. One of the key elements of our blueprint is empowering employees to speak up. O-I is committed to maintaining a work environment where our people can have their voices heard and meaningfully considered.

Ethics & Compliance

In 2025, a refreshed version of O-I’s Code of Conduct was published. It was enhanced to align with O-I’s Operating Principles and to enable employees to put values into action.

All salaried employees are required to complete annual online courses in such areas as the Code of Conduct, anti-corruption, and respect in the workplace. In addition, O-I periodically assigns a variety of specialty online **compliance training** to salaried employees depending on their roles. Our Chief Ethics and Compliance Officer oversees the process of communicating, training, and enforcing our policies.

The Chief Ethics and Compliance Officer reports to the General Counsel and the Nominating/Corporate Governance Committee of the O-I Board of Directors and chairs a management-level Ethics and Compliance Committee. The Committee operates as a cross-functional forum through which relevant functions share perspectives on ethics and compliance topics and support coordination across the organization.

In this capacity, the Committee provides input to the ethics and compliance risk assessment process, discusses emerging or evolving risks, and contributes insights that inform the ongoing development and effectiveness of O-I’s Ethics and Compliance Program.

Collective Bargaining

In accordance with our policies, employees have the freedom to join or refrain from joining legally authorized associations or organizations and to engage in collective bargaining. A significant portion of the company’s employees are covered by collective bargaining agreements or employed in countries with employment laws that provide significant bargaining or other rights to employees.

The company is party to a number of collective bargaining agreements with labor unions, which as of December 31, 2025, covered approximately 72% of the company’s employees directly associated with its operations in the U.S. and Canada. Approximately 83% of employees in South America and Mexico are covered by collective bargaining agreements. Upon the expiration of any collective bargaining agreement, if the company is unable to negotiate acceptable contracts with labor unions, it could result in strikes by the affected workers and increased operating costs.

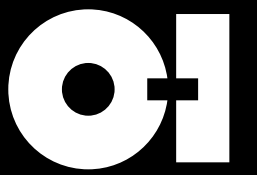
Such employment rights require the company to work collaboratively with the legal representatives of the employees to effect any changes to labor arrangements. For example, most of O-I’s employees in Europe are represented by workers’ councils that must approve any changes in conditions of employment, including salaries, benefits, and staff changes, and may impede efforts to restructure the

company’s workforce. The company considers its employee relations to be good based on current conditions and does not currently anticipate any material work stoppages in the near term.

Remuneration & Pay Equity

O-I strives to maintain a compensation structure that is internally equitable and externally competitive to attract and retain qualified talent. We aim to compensate our employees in accordance with applicable regulatory requirements. O-I’s salary structure is determined by job type and salary range based on individual experience, qualifications, and job performance. Salaried positions are assigned a grade, which helps maintain pay equity and support consistent compensation practices.

O-I conducts a global pay equity analysis on an annual basis. The analysis considers gender, age, experience, and performance within a regression analysis. Additional fairness metrics assess any differences in compensation between men and women. Where differences are identified that cannot be explained by role-related factors, remediation is managed as needed at a local level.



Employee Performance Management

Our performance management process, internally known as the Performance Connection Cycle, is a collaborative process designed so that all employees, together with their leaders, can fully contribute and recognize the link between their objectives and our company’s mission. It is broken into four steps: *Plan, Engage, Evaluate, and Reward*. Plan occurs in the first part of the calendar year, during which employees collaborate with their leader(s) to identify organizational, behavioral, engagement, and development objectives. The engage stage occurs throughout the performance cycle and includes tracking objectives and development progress through formal and informal check-in discussions and updating or realigning objectives as needed. At the end of the calendar year, employees and leaders evaluate the achievement of results through behaviors and development actions. Rewards and recognition are awarded at the beginning of the following year, including incentives tied directly to performance, behavior, and development results, as well as non-monetary rewards.

O-I recognizes that each phase of performance management is susceptible to various forms of bias. Our process guides offer practical recommendations to help manage inherent biases that may impact leaders and employees at each stage. These include education on bias types and tips to mitigate them.

My Workplace Matters

“My Workplace Matters” is a global incentive program for O-I’s plants. The program rewards plant performance with funds to improve the appeal and convenience of the plant workplace. It is a team award that depends on the collective achievements of the plant team, which then decides how to use the funds. The program and its collective decision-making process are intended to further elevate engagement in our operations. My Workplace Matters has been instrumental in rewarding plant performance, fostering employee involvement, and upgrading working environments.

Employee Resource Groups (ERGs)

We encourage our employees to create and govern Employee Resource Groups (ERGs). Sponsored and supported by a member of leadership, these grassroots-style, employee-created groups are open to all employees and promote discussion and understanding around shared characteristics, life experiences, and common interests. ERGs provide a unique environment for thought leadership, professional development, learning, networking, volunteerism, supporting recruiting, and employee retention. We currently have seven ERGs operating locally and globally.

HEALTH & SAFETY ACTIONS

O-I CARES & EHS Management System

We strive every day to be a responsible employer, contributing to society and making a difference in a sustainable industry—it’s a core part of who we are. We utilize our purpose-driven initiative, **O-I CARES**, to strengthen our culture by actively demonstrating care for others. It continues to guide the integration of our activities.

The global EHSMS is a strategic pillar of O-I CARES, alongside risk awareness, leadership accountability, management of people’s capabilities, and contractor management. The comprehensive EHSMS incorporates foundational elements and focuses on environment, health, and safety. The EHSMS is strategically and tactically founded to support efforts to mitigate our impacts on our people, the environment, and communities.

Our aspiration is not only to fulfill compliance requirements but to move beyond compliance, focusing on reducing our highest risks and achieving our sustainability objectives. EHS has formed **tactical teams for environment, health, and safety** topics, concentrated on mitigating risks, creating awareness, and driving action around key focus areas.

As we drive for incident prevention and positive behavioral change, a solid foundation allows us to sustain our improvements in technical elements, starting with our

focus areas. These areas encompass health and safety risk mitigation, including *contractor management, traffic management, respiratory and hearing protection, fall prevention, and machine safety*; and foundational elements such as communication, education, and incident management. The EHSMS establishes categories for the improvement of each focus area, including program documentation, controls, training, and recordkeeping.

A significant component of our development continues to be our **Environmental Health and Safety Improvement Plan** (EHSIP). The EHSIP serves as our guidepost for advancing EHS excellence. Performance is monitored against set expectations through this process, relying on plant and country group leaders to take ownership of continuous improvement. We hold leaders at all levels accountable in these efforts.

Safety Culture – Golden Rules & Stop. Think. Protect.

Stop. Think. Protect. (STP) is our approach to caring for each other and our mindset tool to maintain safety as top of mind in every moment, every decision, and every action. It empowers team members to take action that helps protect themselves and their teams.

We provide the necessary tools to protect everyone. Under the umbrella of O-I Cares, the Golden Rules, together with STP, are key tools for embedding safety more deeply into our workplace culture, with every team member knowing

STOP
THINK
PROTECT

STOP: Pause before starting a task; be present.

THINK: Assess risks to yourself and others.

PROTECT: Act to safeguard everyone; speak up.

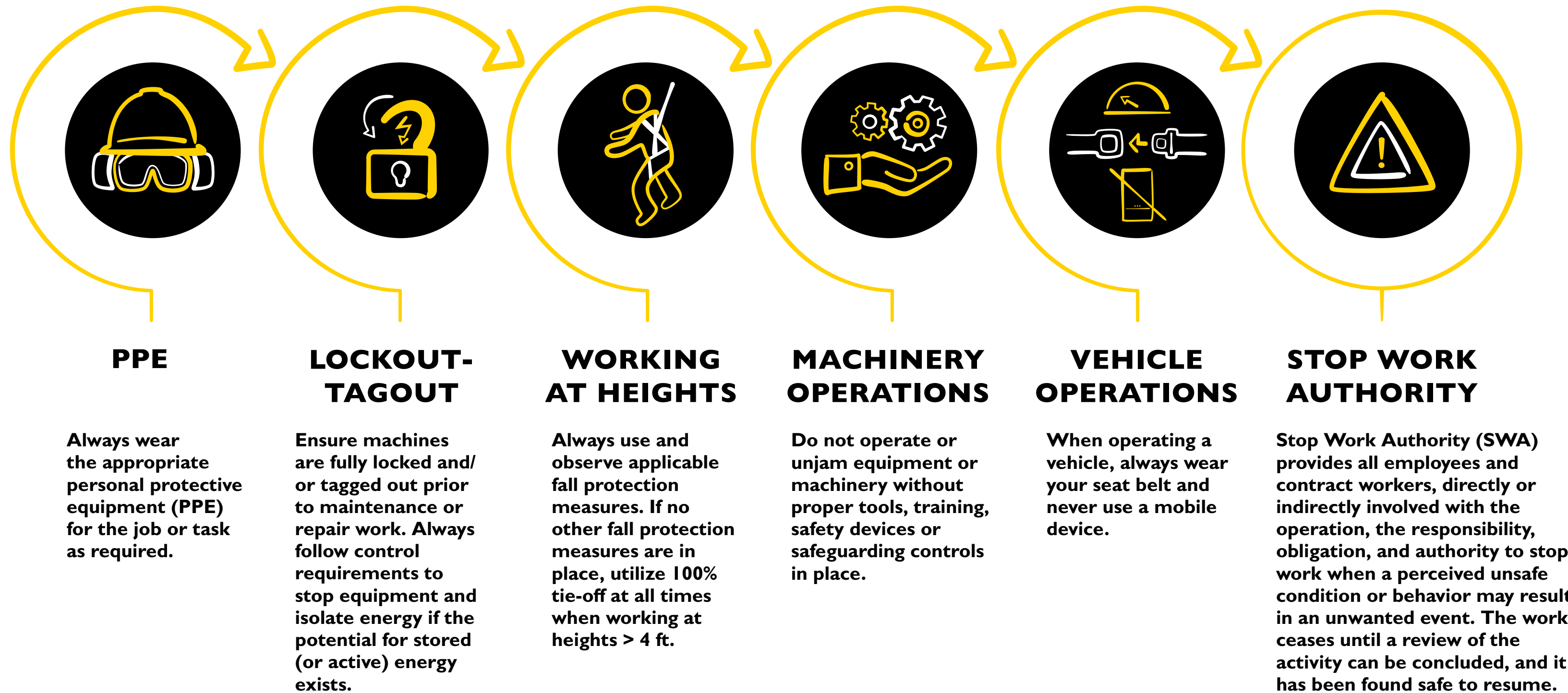
their role in maintaining a safe workplace. These tools and programs are intended to manage risks, promote awareness, define root causes, and empower our people to stop incidents before they occur.

To reinforce our Safety commitment, we launched a 2025 campaign reiterating the **Golden Rules**. We also delivered training focusing on the Golden Rules to the GLT and their direct reports. Global communications are sent to our EHS network and other internal stakeholders following any incident, focused on education and the prevention of similar incidents in the future.

The O-I Training Programs and Safe Operating Procedures (SOPs) serve as an enabling foundation for these Golden Rules. We direct our people to comply with training and SOPs and to conduct job hazard analyses (JHAs) before beginning any non-routine tasks.

GOLDEN RULES

O-I Training Programs and Safe Operating Procedures (SOPs) serve as an enabling foundation for these Golden Rules. Always comply with training and SOPs, and conduct job hazard analyses (JHAs) before beginning any non-routine tasks.



Global EHS Check-In Visits

Over the course of 2025, the Global EHS Team engaged with our people, from top leaders to front-line workers. This included visiting select plants for EHS check-ins. The Global EHS Team identifies and visits plants to review and validate EHS Improvement Plan activities. They provide the plant with support in line with the EHSMS Criteria, while exchanging best practices and technologies. After each visit, a check-in report highlighting the main topics of the visit and select required key actions is provided to the local team. Additionally, the final report includes the results of an EHSMS evaluation, observations, and recommendations for all EHSMS elements.



Target: Safety

Our goal is always zero injuries and illnesses. As we work toward that goal, we are committed to a **50% improvement of TRIR** (Total Recordable Incident Rate) from 2019.

Our Environment, Health, and Safety (EHS) mission is to empower our people to work toward a zero-incident culture and strive to meet or exceed applicable EHS laws and regulations. At O-I, we are all accountable for acting in a manner that advances us on our journey. O-I's goal is **zero injuries and illnesses**. As we work toward that goal, we are pursuing a **50% improvement of our Total Recordable Incident Rate (TRIR)** from a 2019 baseline **by 2030**. In 2025, TRIR for O-I employees was 1.63, a **42% decrease** against the baseline.

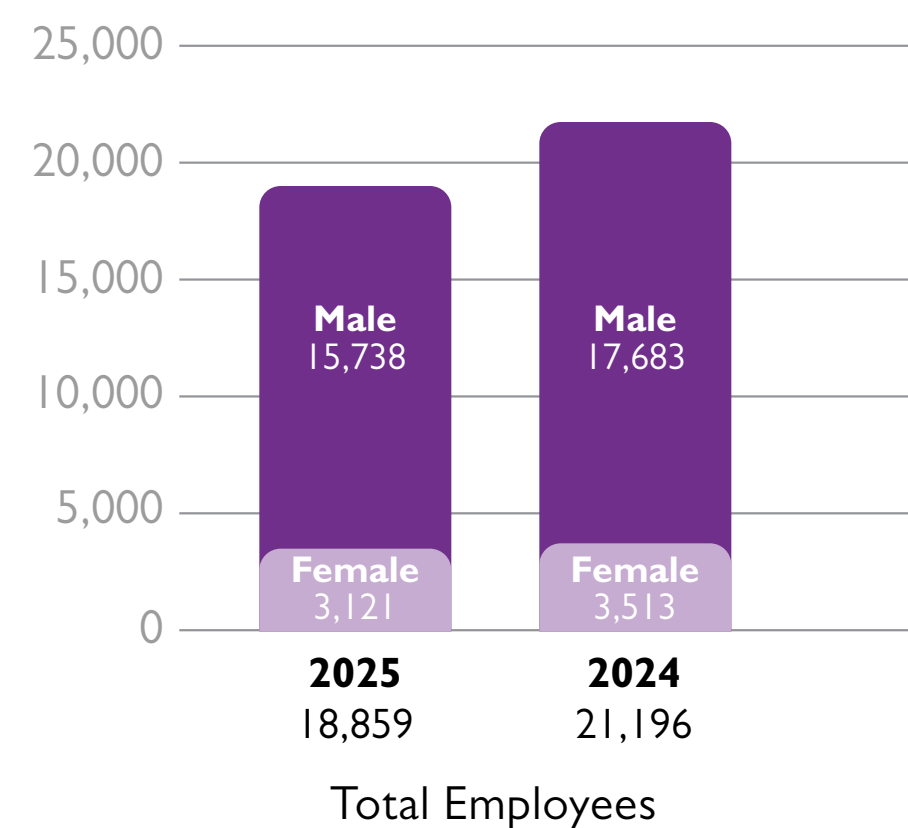


Metrics

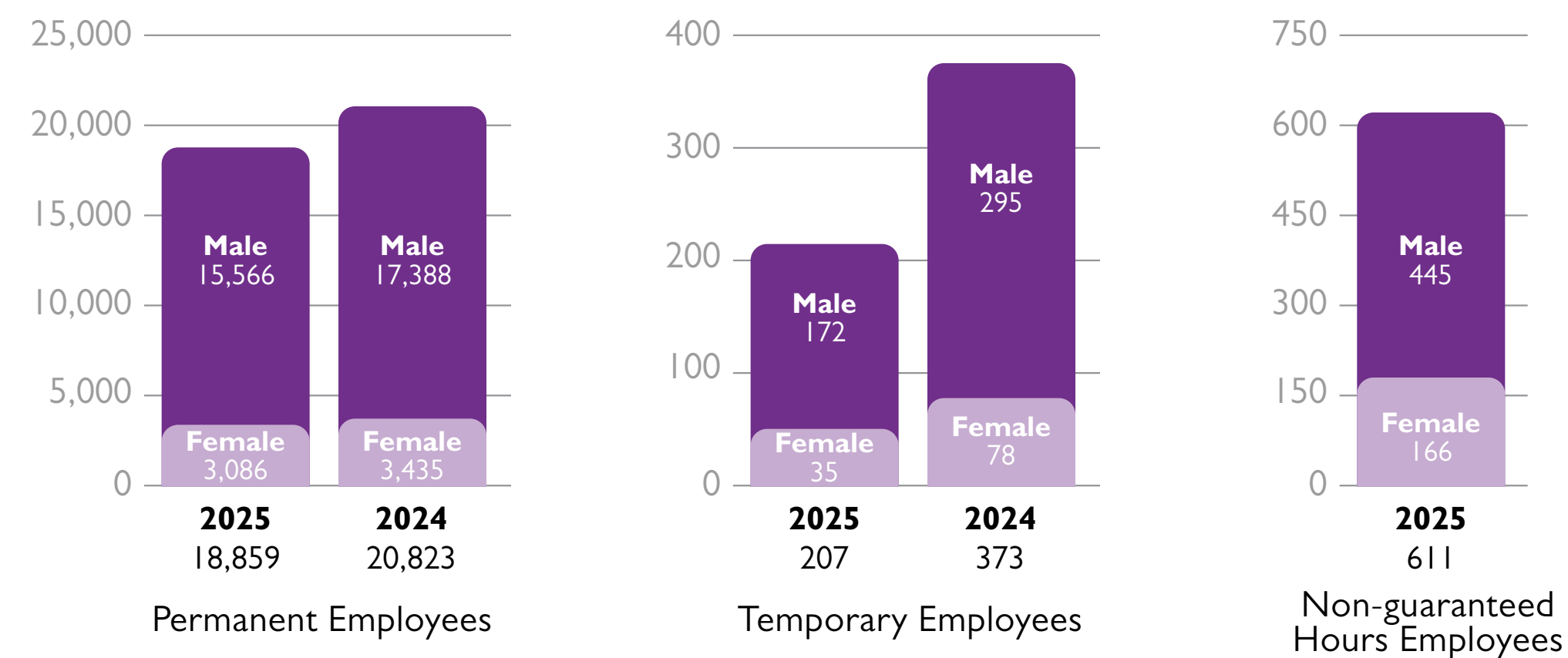
HUMAN RESOURCE METRICS



Employee Headcount by Gender



Employee Type by Gender



Employee Headcount by Country

Number of Employees 2025	1,660	698	427	1,047	347	190	157	2,025	653	214	–	1,650	3,978	519	361	932	182	36	587	3,196
Number of Employees 2024	1,754	711	453	1,082	365	198	156	2,175	730	228	295	1,660	4,395	603	478	982	354	47	643	3,887
Country	Brazil	Canada	China	Colombia	Czech Republic	Ecuador	Estonia	France	Germany	Hungary	Indonesia	Italy	Mexico	Netherlands	Peru	Poland	Spain	Switzerland	United Kingdom	United States of America

Collective Bargaining Coverage

In total, **67%** of employees were **covered by collective bargaining** agreements in 2025.

Coverage Rate (%)	Employees Covered by Collective Agreements				Social Dialogue	
	In EEA		Outside EEA		Employees covered by workers' representatives (within EEA)	
	2025	2024	2025	2024	2025	2024
0–19%	Estonia, Poland, Germany	Estonia, Germany, Poland, Spain	Asia, Americas, Andean, South West Europe	Asia, Americas, Andean, South West Europe	Estonia, Poland	Estonia, Netherlands, Poland, Spain
20–39%	–	–	–	–	Hungary	Hungary
40–59%	–	–	–	–	Czech Republic	Czech Republic
60–79%	–	Netherlands	Americas Central, United Kingdom, Americas North	Americas Central, United Kingdom, Americas North	Netherlands	
80–100%	Czech Republic, France, Hungary, Italy, Netherlands, Spain	Czech Republic, France, Hungary, Italy	Americas South, Americas North	Asia, Americas South, Americas North	France, Germany, Italy, Spain	France, Germany, Italy

The table above details the percentage of employees covered by collective bargaining agreements in the European Economic Area (EEA) and those outside of the EEA. This includes any countries where O-I operates with more than 50 employees. It additionally covers the percentage of employees covered by workers’ representatives, reported at the country level for each EEA country in which O-I operates.



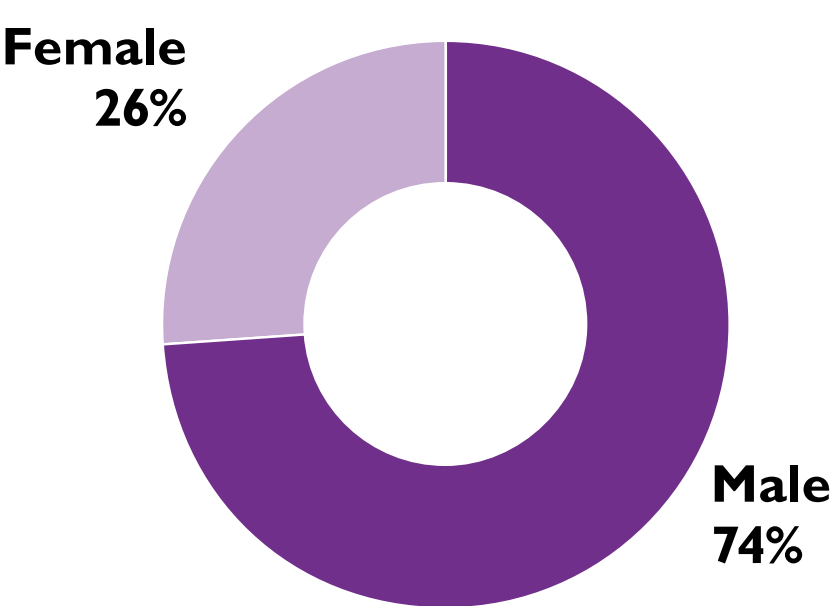
Employee Turnover

The total rate of employee turnover in 2025 was 20% of the average number of employees, totaling 3,910 employees. This is calculated by employee headcount.

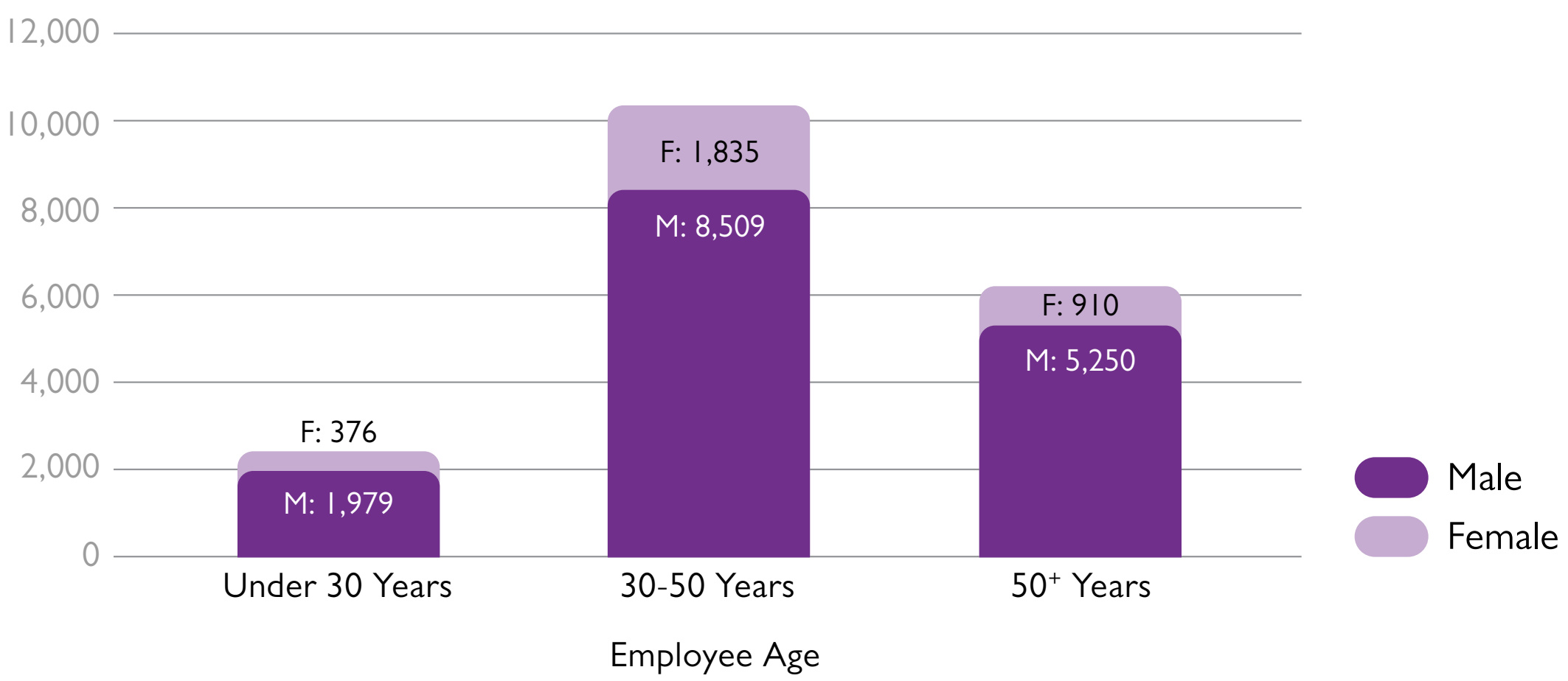
2025 Top Management by Gender

Gender	Male	Female
Senior Management Distribution by Number	46	16

Senior management considers O-I's Global Leadership Team (C-suite) and their direct reports.



2025 Global Employee Distribution by Age



Adequate Wages

The company is committed to providing fair and adequate wages to all employees and to complying with applicable minimum wage regulations in each country in which it operates. Employee compensation is set and reviewed in accordance with relevant local laws, regulations, and collective bargaining agreements, where applicable. The company maintains processes to monitor changes in statutory minimum wage requirements and collective labor standards and to implement necessary adjustments to employee pay to remain compliant. Compensation practices are supported by company wide principles and governance frameworks, implemented through local policies and/or practices to help ensure alignment with legal requirements and established internal standards.

Through these measures, the company seeks to ensure that employee wages meet or exceed legally mandated levels and reflect responsible labor practices across

its global operations. For the reporting period, the company's assessment of adequate wages is based on compliance with applicable statutory minimum wage requirements and collectively bargained standards. The company continues to evaluate the availability and applicability of living wage benchmarks in relevant jurisdictions.

Social Protections

The company provides social protection benefits to employees in accordance with applicable local laws, regulations, and collective bargaining agreements, where applicable. These protections may include statutory benefits related to health care, sickness, disability, employment injury, unemployment, parental leave, and other legally required social security programs, depending on jurisdiction.

The company maintains governance processes to monitor country specific social protection requirements and works with local HR leadership to support compliance with statutory obligations and collectively bargained provisions. Where legally mandated programs apply, the company administers and funds benefits in line with applicable requirements. In jurisdictions

where statutory social protection coverage is supplemented by employer provided benefits, the company’s programs are designed to complement local requirements and reflect applicable employment practices.

Through these measures, the company seeks to support employee well-being and social security protections while ensuring compliance with relevant labor and social legislation across its global operations.

Persons with Disabilities

In 2025, 2% of O-I’s workforce was made up of persons with disabilities. This data is subject to legal restrictions on the confidentiality of disability information in select countries.

Skills Development

About 42% of O-I employees participated in formalized performance and career development reviews each year.

Work-life balance

Nearly all employees (99.7%) were entitled to take family-related leave during 2025. This includes those granted entitlement by Human Resource policy, collective bargaining agreements, and/or local/country laws.

Remuneration

Gender Pay Gap: Average pay level between male and female employees	14.24%
Annual total remuneration ratio: the highest paid individual to the median annual total	256:1

This data has been compiled through O-I Human Resources tracking systems that contain current compensation records for all employees.

O-I’s CEO remuneration ratio can be found in the latest **Proxy**. In 2025, the total annual compensation of the CEO as reported in the 2025 Summary Compensation Table was \$11,462,530. The total annual compensation of the median employee, calculated in the same manner as in the 2025 Summary Compensation Table, was \$44,852. As a result, for 2025, the estimate of the ratio of the CEO’s total annual compensation to the total annual compensation of the median employee was approximately 256 to 1.

O-I identified the median employee by examining compensation information from payroll records for approximately 19,000 employees, excluding the CEO. In identifying the median employee for 2025, the company used all earnings for 2025 (salary, wages, overtime, bonuses, etc.) as reported by local payroll records. The company annualized compensation for permanent employees who were employed for less than the full year, but otherwise did not make any other adjustments permitted by Item 402(u) of Regulation S-K.

Utilizing the same data to consider the average pay level for male employees and female employees, the gender pay gap was calculated by finding the difference, divided by the average male pay level, multiplied by 100. The calculation assumes an hourly pay rate for a standard annual schedule, applied to both men and women. All hourly rates were converted to USD based on rates at year end. The company maintains a commitment to pay equity for comparable roles and regularly reviews its compensation practices.





HEALTH & SAFETY METRICS

100% of the workforce is covered by the O-I Health & Safety Management System

Work-related injuries rate	8.14
Number of fatalities as a result of work-related injury	0
The number of days lost	2,744

The work-related injury rate was calculated by dividing the number of work-related injuries from 2025, by the total hours worked, multiplied by 1 million.

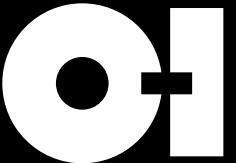
O-I implements “leading indicators” to gain a better understanding of EHS risk and help stop an incident before it happens: Serious Incident Potential (SI-P), Serious Incident Actual (SI-A), Hazard Identification, and Walks & Talks. Tracking the severity of incidents along with the Total Recordable Incident Rate (TRIR) allows us to interpret how our system is performing and impacting EHS to meet company-wide goals.

ETHICS & COMPLIANCE METRICS

Incidents of Discrimination & Other Human Rights Incidents	2025 Data
Discrimination Incidents	0
Harassment Incidents	6
Human Rights Incidents – Own Workforce	0
Total Fines, Penalties, & Compensations for discrimination & human rights incidents	0

The company includes in its quantitative metrics only incidents and complaints of discrimination and harassment that were substantiated following investigation during the reporting period.

Reports of incidents or complaints that were unsubstantiated, withdrawn, did not meet the applicable definitions, or were still under investigation as of the reporting date are not included in the quantitative metrics. Reports that remain under investigation are addressed through the company’s established investigation and remediation processes and are reflected in the reporting period in which the investigation is concluded.



Workers in the Value Chain

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Workers in the Value Chain

The following section details O-I’s management of **impacts on workers in the value chain**. Such impacts include actual or potential negative impacts on workers arising from any failure to implement robust human rights policies and practices that could lead to child labor or forced labor. O-I has the ability to influence the management of impacts on workers in the upstream value chain.

IRO = Impacts, Risks, & Opportunities **↑** = Upstream **OI** = Own Operations **↓** = Downstream

Material Topics	IRO Result	IRO Description	Impact				Value Chain		
			Actual	Potential	Pos.	Neg.	↑	OI	↓
Human Rights	Impact	Actual or potential negative impact on workers arising from child labor or forced labor, where human rights policies, due diligence, or oversight are insufficient.		●		●	●		



Policies

Sustainable procurement is about acknowledging the broader impact that our purchasing decisions have on our people, the environment, and our overall sustainability performance. We are transforming today by inviting our suppliers to join our sustainability journey.

Our vision is to create sustainable shared value together with our suppliers through strategic relationship management. We see our sustainable procurement vision as an extension of our company-wide sustainability agenda.

O-I's **Global Procurement Policy** defines Procurement's authority, engagement, methods, transactions, and documentation requirements for procuring goods and services on behalf of O-I.

The company's **Code of Conduct** guides our people, highlighting O-I's commitment to conducting its business in a sustainable and ethical manner. O-I applies its high standards of ethical conduct and compliance in its procurement practices. We expect suppliers with whom O-I has a contractual relationship to conduct themselves in

accordance with those standards and to comply with applicable laws. This includes compliance with laws forbidding human trafficking, slavery, and child labor. Any suspected violations should be reported immediately to a supervisor, another manager, Human Resources, the Legal Department, the Ethics and Compliance Office, or the Ethics and Compliance Helpline.

As we seek to foster relationships with suppliers who share similar values, we have documented our expectations. We have created **Supplier Guiding Principles** that outline our expectations for suppliers' compliance with all applicable laws and regulations regarding labor (including freedom of association, discrimination, human trafficking, and modern slavery), environmental, workplace health and safety, and anti-corruption. The Principles have been distributed to our suppliers and are accessible on the **O-I website** to reinforce and build awareness of O-I's expectations that suppliers conduct their business in compliance with applicable laws and in accordance with high ethical standards.

SUPPLIER GUIDING PRINCIPLES

Communicate supplier expected legal, compliance, and ethical standards regarding:

- Minimum age for employment
- Forced labor
- Child labor
- Human trafficking/modern slavery
- Abuse and harassment
- Discrimination
- Freedom of association
- Work hours, work week, and payment of wages

Conflict Minerals Policy

O-I's Conflict Minerals Policy reflects the company's commitment to complying with applicable laws, including Section 1502 of the Dodd-Frank Wall Street Reform and Consumer Protection Act of 2010 (Section 1502). As required by Section 1502, the SEC requires publicly traded companies to disclose the presence of certain conflict minerals – cassiterite, columbite-tantalite, gold, and wolframite, and their derivatives tin, tantalum, and tungsten Conflict Minerals) originating in the Democratic Republic of the Congo or adjoining countries (DRC Region) in the products that such companies manufacture or contract to

manufacture, if the Conflict Minerals are necessary to the functionality or production of such products.

In line with the policy, O-I takes steps to determine the origin and status of any Conflict Minerals that may be necessary for our products' functionality or production. We seek to work closely with our supply chain partners and, over time, to identify and reduce, and, where appropriate, eliminate the use of conflict minerals originating in the DRC Region that support armed conflict or violence. We are committed to working with our global supply chain to comply with these laws and regulations. O-I communicates our expectations to vendors concerning their support in this effort.

Channel for Concerns

The Supplier Guiding Principles include references to reporting channels accessible to suppliers. O-I provides all internal and external stakeholders with the opportunity to raise concerns about possible illegal or unethical conduct through a secure Ethics and Compliance Helpline. The Helpline is a confidential, multilingual reporting mechanism available 24/7 via the telephone or the Internet. Suppliers who believe that an employee of O-I, or anyone acting on behalf of O-I, has engaged in illegal or otherwise improper conduct are encouraged to report the matter to O-I. The supplier can contact O-I's Ethics and Compliance Helpline via oiethics.com, or the telephone numbers listed on the Helpline website. A supplier's relationship with O-I will not be subject to retaliation for a report of potential misconduct made in good faith.

Actions

O-I understands the potential for human rights impacts on workers in the value chain. The following initiatives and management mechanisms detail how the company works to **prevent, monitor, and mitigate adverse impacts on people** within our own operations and suppliers' operations. The following elements of our management systems work in concert with our Ethics and Compliance Helpline to help manage impacts.

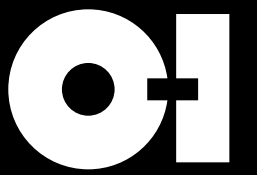
The Chief Ethics and Compliance Officer reports both to the General Counsel and the Nominating/Corporate

Governance Committee of the O-I Board of Directors. They chair a management-level **Ethics and Compliance Committee**, a cross-functional forum that brings together representatives from relevant functions across the organization to share perspectives on ethics and compliance topics and support coordinated action. The Committee provides input to the ethics and compliance risk assessment process, discusses emerging and evolving risks, and shares insights that inform the continuous development and effectiveness of O-I's Ethics and Compliance Program.

O-I's Ethics and Compliance Office oversees the **communication, training, and enforcement of the Code of Conduct and related company policies**. All salaried employees are required to annually complete online courses, which typically cover the Code of Conduct, anti-corruption, and respect in the workplace. In 2025, our respect in the workplace training included content on modern slavery and forced labor risks, equipping employees to recognize warning signs and understand the appropriate actions to take. Periodically, a variety of specialty online compliance training courses are additionally assigned to salaried employees depending on their roles.

O-I's global Procurement team manages relationships with new and existing vendors. They have taken steps to engage suppliers on holistic sustainability performance and launched direct engagement initiatives.





Due Diligence – Conflict Minerals Report

O-I does not purchase Conflict Minerals directly for the manufacture of its products. The company purchases materials and products through an extensive supply chain and relies on its direct suppliers to provide information regarding whether Conflict Minerals are contained in components and materials supplied to the company. Based on the company's assessment, it has determined that certain products manufactured or contracted to be manufactured as part of the machine business contain necessary conflict minerals.

The company's due diligence measures have been designed to conform, in all material respects, to the due diligence-related steps outlined in the [OECD Due Diligence Guidance](#) for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas. This includes establishing a strong company management system, identifying and assessing supply chain risks, designing and implementing a strategy to respond to those risks, conducting an independent third-party audit of supply chain due diligence at identified points in the supply chain, and reporting on supply chain due diligence.

In accordance with the OECD guidance, a global cross-functional team implements a system of controls and gathers information from suppliers on materials in O-I products that may contain conflict minerals. Supplier responses are evaluated and risk mitigation plans are developed as needed

on a case-by-case basis. An annual [Conflict Minerals Report](#) is posted on O-I's investor webpage.

Supplier Guiding Principles Direct Engagement

Our Supplier Guiding Principles communicate O-I's expectations for vendors' management of their operations and supply chains and specifically request suppliers' acceptance. In 2025, O-I launched a **campaign to directly engage with suppliers** by formally requesting key suppliers' signatures on O-I's **Supplier Guiding Principles**. Through this engagement, O-I can gain confidence that our top-spend suppliers are aligned with our expectations. This includes adhering to applicable labor and human rights laws and regulations. We expect our suppliers to manage their workforce ethically and respectfully.

Supplier Screening

O-I utilizes supplier screening services to help identify and monitor potential impacts, including human rights violations, on people in our upstream value chain. We work with a business intelligence service provider utilizing a sanctions screening tool as a risk-management mechanism to track potential legal, regulatory, or human rights violations across various jurisdictions. A global sustainability assessment platform evaluates supplier performance in areas, including labor and human rights. These results are reviewed on

an ongoing basis by O-I's Procurement and Ethics & Compliance teams.

At onboarding, O-I screens all vendors for sanctions, other official lists, and state ownership using the **Dow Jones screening tool**. Once onboarded, vendors are monitored and screened daily through the tool. If a risk is flagged during the screening process, the O-I Ethics and Compliance Office conducts research into the flagged risk. Based on the findings of that research, if the Ethics and Compliance office clears the risk flag as a false positive or one that will not prevent use, the company will continue the vendor relationship. If the risk flag is verified, it alerts the business to consider action. The business, the Ethics & Compliance Office, and the Legal Department coordinate any actions taken in response to verified risk flags to support compliance with applicable laws and regulations.

Additionally, our **supplier screening** process has included monitoring, verifying, and collaborating to support improvements in suppliers' **sustainability performance** through EcoVadis. This third party guides our assessment of our direct suppliers against four sustainability criteria: environment, labor and human rights, ethics, and sustainable procurement. It enables the identification of the highest risk suppliers and provides guidance on appropriate corrective actions.



Metrics

By the end of 2025, **45%** of our in-scope, critical, and strategic spend suppliers had been **assessed by EcoVadis for sustainability performance**.

The local supply chain creates an impact on our communities and economy, allows for lower transportation impact, and promotes a secure, reliable supply. Due to the inherently local nature of the glass supply chain, **87% of our total suppliers are local**. We define local markets as country-based. Most glass customers and suppliers are within 300 miles (500km) of production plants.





Cybersecurity & Data Privacy

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Cybersecurity & Data Privacy

The following section details O-I’s management of **cybersecurity and data privacy risks**. These include the risks of business disruptions due to cyberattacks, and business-related costs, interruptions, and legal violations related to personal data. The cybersecurity risks concern O-I’s systems. Data privacy risks concern not only O-I’s data but that of our upstream and downstream stakeholders and business partners.

IRO = Impacts, Risks, & Opportunities **↑** = Upstream **O-I** = Own Operations **↓** = Downstream

Material Topics	IRO Result	IRO Description	Impact				Value Chain		
			Actual	Potential	Pos.	Neg.	↑	O-I	↓
Cybersecurity	Risk	Business disruptions due to cyber attacks						●	
Data Privacy	Risk	Business-related costs, interruptions, and legal violations related to personal data					●	●	●



Strategy & Policies

O-I management and its Board of Directors recognize the importance of providing adequate security measures to protect information created, processed, or entrusted to the company. O-I management strives to implement, execute, and monitor security measures and processes across the enterprise. The security of company information is everyone's responsibility.

Our policies and practices aim to protect people and information assets across the enterprise. O-I's **Information Security Policy** formalizes management's commitment to the protection of information assets across the enterprise. It also establishes requirements to ensure that appropriate measures are implemented to protect these assets. Lastly, it describes management's expectations and a user's responsibilities regarding information security. O-I has implemented a set of controls and security measures intended to protect and secure the confidentiality, integrity, availability, and privacy of its internal information and systems containing data from its employees, customers, and business partners. To achieve O-I's Information Security objectives, policies, and technical controls have been implemented to provide a secure IT environment for our employees, meet legal and regulatory requirements, protect company assets, safeguard sensitive information, support our business operations, prevent fraud, and investigate security incidents. Compliance with this policy and supporting policies is mandatory.

O-I has designed its information security program to secure the confidentiality, integrity, availability, and privacy of its information and systems that contain data. O-I has structured its information security program around the following principles: access limitations to O-I information assets, promoting the accuracy and completeness of information and information processing, enabling the availability of information assets when appropriate, and protecting personally identifiable information. O-I **Cybersecurity Posture** communicates these key elements of the information security program to external stakeholders. O-I is actively and continuously working on improving O-I's Cybersecurity Posture.

The Internet Usage Policy defines the appropriate and inappropriate uses of the Internet by O-I employees and third parties with access to the O-I network. As a large, global company with complex 24/7 operations, O-I relies heavily on the Internet to function on a day-to-day basis. This policy aims to promote appropriate and productive use of this resource in a way that minimizes risk and cost to O-I, protecting both O-I and users. The policy defines O-I's logging and monitoring practice and considers applicable regulations.

The **European Data Protection Management Model** outlines compliance standards, processes, organizations, and control measures required by European regulations. It establishes the roles and responsibilities for O-I and its subsidiaries in Europe. The Data Protection Management Model defines data and information privacy as the relationship among data collection and dissemination,

technology, the public's expectations of privacy, and the legal and political issues surrounding them. Privacy concerns exist wherever personal data is collected and stored, whether in digital or other forms. This model contains processes and protocols, data transfer impact and risk assessment, training, and monitoring.

Also specific to our European operations but available to all is O-I's **Privacy Requirements** Guidelines, which outline the procedure to follow and the documentation to execute for projects involving the processing of personal data in alignment with European privacy laws. It incorporates privacy screening and other action requirements, as well as vendor negotiation guidance.





Actions

O-I's commitment to protecting our people's human rights extends to their privacy and information security. As the prevalence of cyberattacks continues to increase, O-I works to upgrade and maintain our security measures to detect and prevent breaches. O-I's Cybersecurity team is closely cooperating with other teams throughout the enterprise, including business representatives, legal teams, and IT, to maintain a comprehensive cybersecurity and information security process.

In accordance with our policies and procedures, O-I continuously conducts **cybersecurity assessments** of new systems, software, and devices. Our teams also work with O-I Enterprise Risk Management to identify, monitor, and address IT-related risks. The IT audit finding process initiates controls and mitigation or remediation plans.

O-I maintains a **cybersecurity awareness program** that provides mandatory, recurrent online training, targeted security training for higher-risk employees, ad hoc training, and security best-practice communications. Employee security awareness and training covers current security threats and risks at work and in their private lives. In 2025, relevant issues such as data privacy and artificial intelligence were included in O-I's annual **Ethics & Compliance training** for all salaried employees globally. Additional training specific to cybersecurity and data privacy is being developed for annual engagement beginning in 2026.

The IT team hosts an annual **Cybersecurity Awareness Month**. During the month, a communication campaign is directed to all employees. The cybersecurity areas we cover within our company are the backbone of a secure environment. Throughout the 2025 Cybersecurity Awareness Month, the IT team presented employees with education on protections for our systems, data, and people. From data governance to threat detection and incident response, each week covered a new layer of our cybersecurity strategy.

Metrics

Cybersecurity Incidents: **No material security incidents** were reported for 2025.

The company has been subject to cyberattacks and other security incidents, including, but not limited to, phishing and malware incidents, and the company expects cyberattacks to increase in number, frequency and sophistication going forward. Although prior cyberattacks have not been material, there is no guarantee that future attacks will not have a material adverse effect on the company's business operations, reputation and financial results.

Important Notes & Disclaimers

This document contains “forward-looking” statements related to O-I Glass, Inc. within the meaning of Section 21E of the Exchange Act and Section 27A of the Securities Act of 1933, as amended. Forward-looking statements reflect the company’s current expectations and projections about future events at the time, and thus involve uncertainty and risk. The words “believe,” “expect,” “anticipate,” “will,” “could,” “would,” “should,” “may,” “plan,” “estimate,” “intend,” “predict,” “potential,” “continue,” “goal,” “target,” “strategy,” “commitment,” and the negatives of these words and other similar expressions generally identify forward-looking statements.

It is possible the company’s future financial performance may differ from expectations due to a variety of factors, including but not limited to the risk factors discussed in the company’s Annual Report on Form 10-K for the year ended December 31, 2025, and any subsequently filed Quarterly Reports on Form 10-Q or the company’s other filings with the SEC.

It is not possible to foresee or identify all such factors. Any forward-looking statements in this report are based on certain assumptions and analyses made by the company in light of its experience and perception of historical trends, current conditions, expected future developments, and other factors it believes are appropriate in the circumstances. Forward-looking statements are not a guarantee of future performance and actual results, or

developments may differ materially from expectations. While the company continually reviews trends and uncertainties affecting the company’s results of operations and financial condition, the company does not assume any obligation to update or supplement any particular forward-looking statements contained in this report, except where we are expressly required to do so by law.

Additionally, our discussions of ESG assessments, goals, and relevant issues herein are informed by various ESG standards and frameworks (including standards for the measurement of underlying data), and the interests of various stakeholders. As such, any significance may differ from, and should not be read as necessarily rising to, the definition of “materiality” under various regulatory regimes, including the federal securities laws for SEC reporting purposes. Moreover, given the uncertainties, estimates, and assumptions required to make some of the disclosures in this report, and the timelines involved, materiality is inherently difficult to assess far in advance. In addition, given the inherent uncertainty of the estimates, assumptions, and timelines contained in this report, we may not be able to anticipate in advance whether or to what degree we will or will not be able to meet our plans, targets, or goals. Furthermore, much of this information is subject to assumptions, estimates, or third-party information that is still evolving and subject to change. For example, we note that methodologies for calculating and reporting on greenhouse gas emissions, as well as

any reductions in such emissions, continue to evolve, and we cannot guarantee that our approach to these or other matters will necessarily align with a particular standard or stakeholder preference. Similarly, while we leverage certain third-party standards as part of our disclosures, we cannot guarantee, and any language of “alignment” or similar to such standards should not be taken to mean, strict adherence to those standards or particular interpretations thereof. Our disclosures based on any standards may change due to revisions in framework requirements, availability or quality of information, changes in our business or applicable government policies, or other factors, some of which may be beyond our control.

Furthermore, this Sustainability Report is published for the benefit of O-I Glass’s investors and other stakeholders. The information in this Sustainability Report is not intended as, and should not be construed as, marketing or advertising directed at consumers in connection with the promotion, sale, or supply of any product or service or O-I Glass in general.