

SAFE HARBOR COMMENTS

Forward-Looking Statements

This document contains "forward-looking" statements within the meaning of Section 21E of the Securities Exchange Act of 1934, as amended (the "Exchange Act") and Section 27A of the Securities Act of 1933. 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," 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 following: (1) foreign currency fluctuations relative to the U.S. dollar, (2) changes in capital availability or cost, including interest rate fluctuations and the ability of the Company to refinance debt at favorable terms, (3) the general political, economic and competitive conditions in markets and countries where the Company has operations, including uncertainties related to Brexit, economic and social conditions, disruptions in the supply chain, competitive pricing pressures, inflation or deflation, and changes in tax rates and laws, (4) the Company's ability to generate sufficient future cash flows, including through the reduction or delaying of capital expenditures, sale of assets, restructuring of debt, or obtaining of additional debt or equity financing, to service its indebtedness and to ensure the Company's goodwill is not impaired, (5) consumer preferences for alternative forms of packaging, (6) cost and availability of raw materials, labor, energy and transportation, (7) the Company's ability to manage its cost structure, including its success in implementing restructuring plans and achieving cost savings, (8) consolidation among competitors and customers, (9) the Company's ability to sell or acquire businesses and expand plants, integrate operations of acquired businesses and achieve expected synergies, (10) unanticipated expenditures with respect to data privacy, environmental, safety and health laws, (11) unanticipated operational disruptions, including higher capital spending, (12) the Company's ability to further develop its sales, marketing and product development capabilities, (13) the failure of the Company's joint venture partners to meet their obligations or commit additional capital to cybersecurity and data privacy, (15) the Company's ability to accurately estimate its total asbestos-related liability or to control the timing and occurrence

It is not possible to foresee or identify all such factors. Any forward-looking statements in this document 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. Theses assumptions and analyses are as of the most recent public quarterly earnings announcement dated May 2, 2019. 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 document.

The Company routinely posts important information on its website – www.o-i.com/investors.





At Owens-Illinois (O-I), we love glass and we're proud to make more of it than any other glass bottle or jar producer in the world – serving customers in beer, wine, spirits, food and non-alcoholic beverages.

We love that it's beautiful, pure and completely recyclable.

THE STORY OF MICHAEL J. OWENS

- Michael J. Owens was born in 1859 in West Virginia into a humble Irish immigrant family
- At 10 years old, Owens began working at a local glass factory – a typical (and dangerous) job for young boys at the time
- In 1903, Owens invented the Owens Bottle Machine

 that led to the foundation of our company, and
 revolutionized the glassmaking process
- Owens was inducted into the National Inventor's Hall of Fame in 2007



BECOMING THE WORLD LEADER IN GLASS PACKAGING

1903 2004 2013 2015 1929 1953 1988 1998 Founded as Owens Merged with Illinois Purchased Acquired BSN Became Asia Strengthened Established Unified footprint **Bottle Machine** Glass Company to commitment to R&D Brockway Glass, Glasspack, Pacific glass International across the Company, leader with the form Owens-Illinois. securing doubling with opening of Division, which Americas with Vitro revolutionizing the Innovation Center, a the world's largest led expansion into industry purchase of ACI presence in acquisition in glassmaking glass container leadership in small-scale glass Glass Packaging Europe Latin America and Mexico industry manufacturer North America plant for advancing other parts of the new ideas world





O-I AT A GLANCE



THE WORLD'S LEADING GLASS CONTAINER MANUFACTURER



Worldwide headquarters: PERRYSBURG, OH

\$6.9 BILLION in net sales in 2018



6000+
direct customers





26,500+ employees worldwide

77 plants23 countries



O-I GLOBAL LEADERSHIP TEAM



ANDRES
LOPEZ
Chief Executive
Officer



JOHN
HAUDRICH
Chief Financial
Officer



MARYBETH
WILKINSON
General Counsel
& Corporate Secretary



GIANCARLO CURRARINO Chief Technology & Supply Chain Officer



ARNAUD
AUJOUANNET
Global Sales
& Marketing



JAMES
DALTON
Co-Chief Human
Resources Officer



PABLO
VERCELLI
Co-Chief Human
Resources Officer



VITALIANO TORNO President, O-I Europe



MIGUEL ALVAREZ President, O-I Americas



TIMOTHY CONNORS President, APAC

O-I IS STRUCTURALLY BETTER POSITIONED TODAY TO ENABLE FUTURE VALUE CREATION

INCREASED aEPS¹ ~36%



SALES VOLUME GROWTH

12% for O-I Network



SHARE REPURCHASE



\$163M share buybacks in 2018

ADJUSTED FREE CASH FLOW²

~\$395M average



MARGIN EXPANSION

+180 basis points



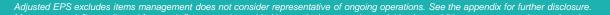
DE-RISKING











Management defines adjusted free cash flow as cash provided by continuing operating activities less additions to property, plant and equipment plus asbestos-related payments (all components as determined in accordance with GAAP). See the appendix for further disclosure.

OUR VALUE CREATION PLATFORMS

GROW & EXPAND



STRUCTURAL COST IMPROVEMENT



SUSTAINABILITY



BREAKTHROUGH TECHNOLOGY



CAPITAL ALLOCATION





DELIVERING ON OUR TRANSFORMATION

2016-2018 Rising earnings; solid cash generation; deleverage; initiate share buybacks

- Business stability
- ✓ Commercial performance
- ✓ Flexibility
- ✓ Structural cost improvement
- ✓ Performance culture / talent

2019-2021 De-risk balance sheet; initiate dividend; share buybacks

- Grow and expand given favorable market trends
- Structural cost improvement
- Sustainability
- Breakthrough technology
- Capital allocation

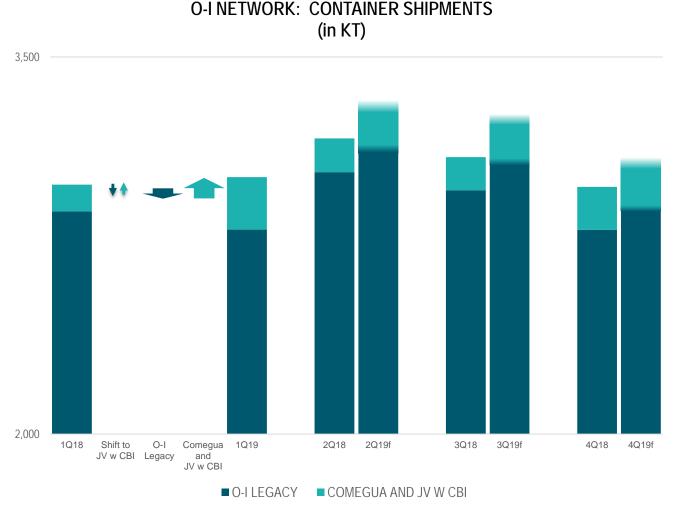
BEYOND 2021

- New business model for glass enabled by technology
- □ Continued momentum
- ☐ Simplified, agile organization





1.5% ORGANIC VOLUME GROWTH IN 2019



1Q: 1% INCREASE IN O-I NETWORK¹ VOLUME

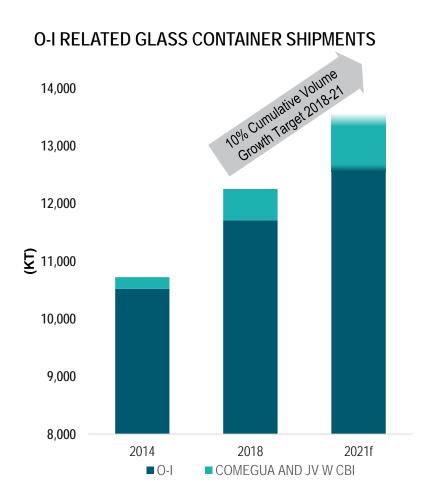
- Planned shift of volume from O-I to JV with CBI now substantially complete
- Legacy organic growth down 1%
- Comegua adds 2%

2Q: PIVOT TO ORGANIC GROWTH

- Benefit of new capacity in Brazil and Colombia
- Strategic customer long-term supply agreements
- U.S. beer stabilizes
- Conversions back to glass and solid new product development

2H: NUEVA FANAL (INORGANIC) ADDS TO LEGACY VOLUME

SECURED 80% OF EXPECTED 3 YEAR CUMULATIVE VOLUME TARGET



CUMULATIVE 3 YEAR GROWTH OF O-I COMBINED NETWORK GLASS CONTAINER SHIPMENTS

Туре	Target	Secured	Source
Organic Growth	300bps	150 bps	 Several strategic customer agreements supported by new capacity additions (2019) 2019 projection of 150 bps; Remainder in 2020 and 2021
Strategic Customer	200 bps	~80 bps	• Gironcourt (2020)
JV Investments	500 bps	~350 bps	 Comegua JV (4Q18) JV with CBI: 5th furnace (4Q19)
Inorganic	000 bp3	~250 bps	Nueva Fanal (Mid year)
Total	10%	~8%	



ENABLING GROWTH AND EXPANSION

STRATEGIC CUSTOMERS

Working with strategic global customers to enable their expansion plans



GEOGRAPHY

Initiatives across all 3 regions, focus on Latin America and Western Europe

EXPANSION

Enter attractive markets with bolt-on acquisitions



TOTAL STRATEGIC INVESTMENTS

\$400-\$600M Target returns ~12-25+%



TACTICAL DIVESTITURES

Divest non-core operations with \$400M - \$500M net proceeds through 2021



INCREMENTAL CAPACITY FOR GROWTH

5 new furnaces, approximately 18 machine line extensions







MAGMA: REIMAGINING GLASSMAKING

FLEXIBLE, MODULAR, STANDARDIZED GLASS PRODUCTION

SCALABLE

Highly scalable at small and large increments

New capacity at lower capital commitments

RAPID DEPLOYMENT

Prefabrication
Reduced construction timeline

LOWER CAPITAL INTENSITY

Significantly less capital per ton Exponentially lower maintenance capital

LOWER OPERATING COST

At or below current legacy cost per ton
Rebuilds take days, not weeks
Improved sustainability profile

PRODUCTION FLEXIBILITY

Start / Stop capability
Simplifies color and
job changes

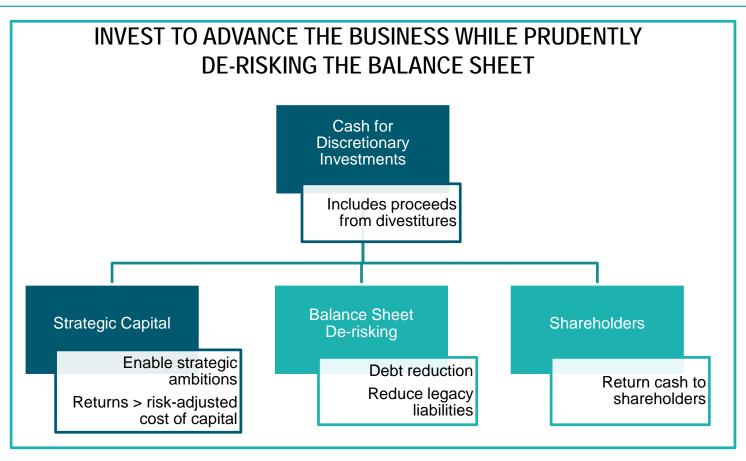
MOBILITY / STRUCTURE

Industrial warehouse facility vs.
traditional factory structure
Enables co-location with customers
MAGMA units are integrated lines
that can be moved





DISCIPLINED CAPITAL ALLOCATION



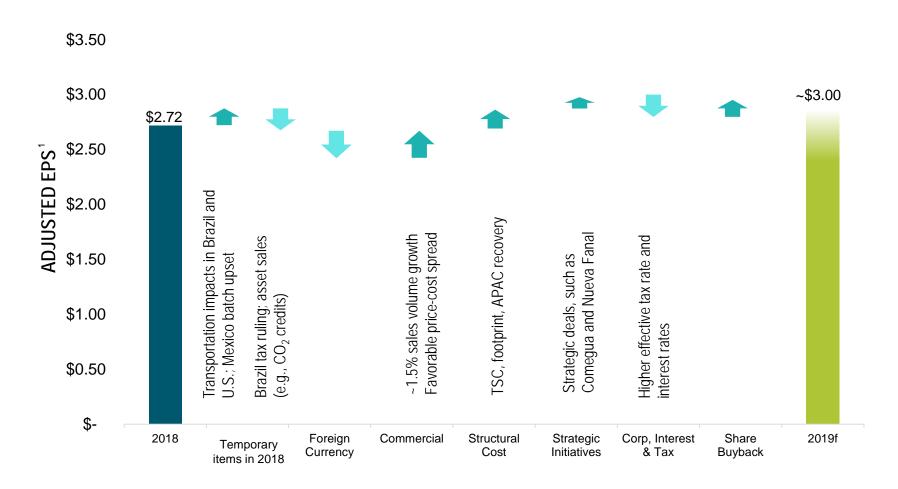
- CAPEX: Prioritizing spend on strategic initiatives
 - 2019 \$500M with potential for reduction
 - Lower maintenance, shift to growth investment; FX
- ASBESTOS: De-risking plan on track
 - \$71M payment in 1Q19, tracking to \$160M for full year
- INORGANIC GROWTH: Shift from active to episodic
 - Following completion of Nueva Fanal acquisition
- DIVESTITURES: Actively engaged on several projects
 - Supports deleveraging and share repurchases
- DELEVERAGING: A top priority
 - Target leverage ratio ~3.5x¹ YE19
 - Target leverage ratio ≤ 3.0x¹ YE21
- SHARE REPURCHASE: Paced by seasonal cash flows, divestitures and deleveraging progress

Disciplined capital allocation across capex, acquisitions, deleveraging, dividends and share buybacks



The Company is unable to present a quantitative reconciliation of its forward-looking non-GAAP measure, net debt divided by Credit Agreement EBITDA, to its most directly comparable U.S. GAAP financial measure, Net Earnings, because management cannot reliably predict all of the necessary components of this U.S. GAAP financial measure without unreasonable efforts. Net Earnings includes several significant items, such as restructuring, asset impairment and other charges, charges for the write-off of finance fees, and the income tax effect on such items. The decisions and events that typically lead to the recognition of these and other similar non-GAAP adjustments are inherently unpredictable as to if and when they may occur. The inability to provide a reconciliation is due to that unpredictability and the related difficulties in assessing the potential financial impact of the non-GAAP adjustments. For the same reasons, the Company is unable to address the probable significance of the unavailable information, which could be material to the Company's future financial results.

MAINTAINING 2019 ADJUSTED EPS OF ~\$3.00



~\$0.08 HEADWIND TO 2019 PLAN BASED ON CURRENT FX RATES

(30-APR-19 VS. 31-JAN-19)

TIMING OF KEY INITIATIVES IMPACTS ADJUSTED EPS

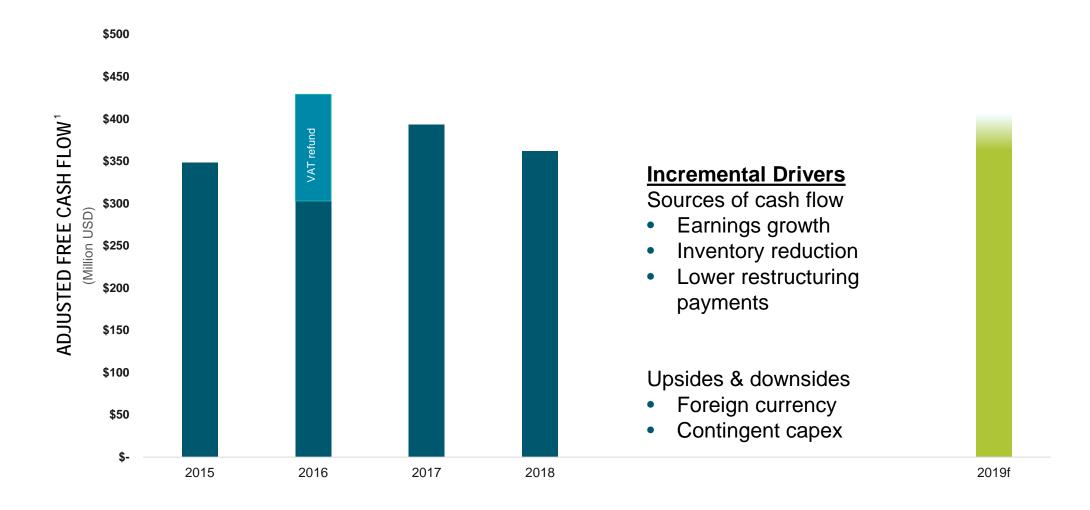
- Closing of Nueva Fanal
- Divestitures (also impacts share repurchases and debt repayment)
- Commissioning capacity and on-boarding of new customer incremental volumes

SEEKING OFFSETS VIA INCREMENTAL VOLUME AND COST IMPROVEMENTS

Note: Updated to reflect current management expectations for 2019. Actual results will reflect the timing of the key timing sensitivities noted above, which are not fully within management control.



SUSTAINABLE ADJUSTED FREE CASH FLOW GENERATION



Note: All items based on current management expectations for 2019.



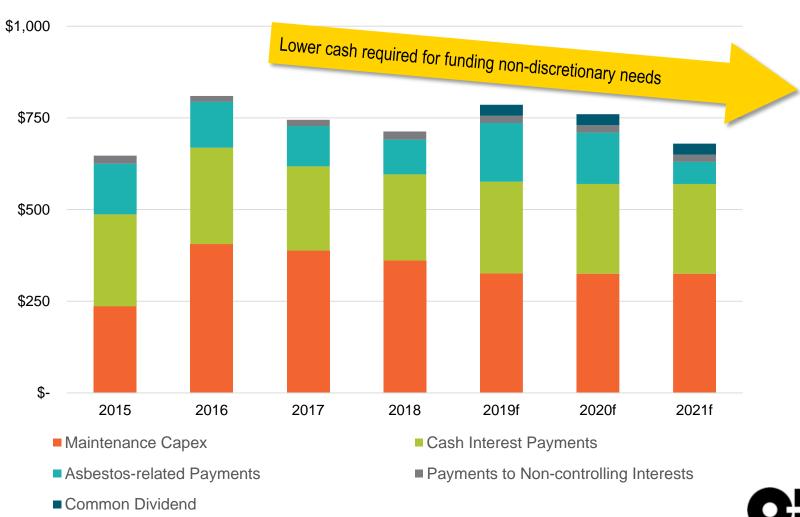
FUNDING NON-DISCRETIONARY NEEDS

Non-discretionary Capex (Maintenance)

- Preserving the base business EBITDA
- Under-investment before 2016
- Asset stability, flexibility focus 2016-2018
- Targeted reduction in 2021 and beyond

Ongoing Finance Activities

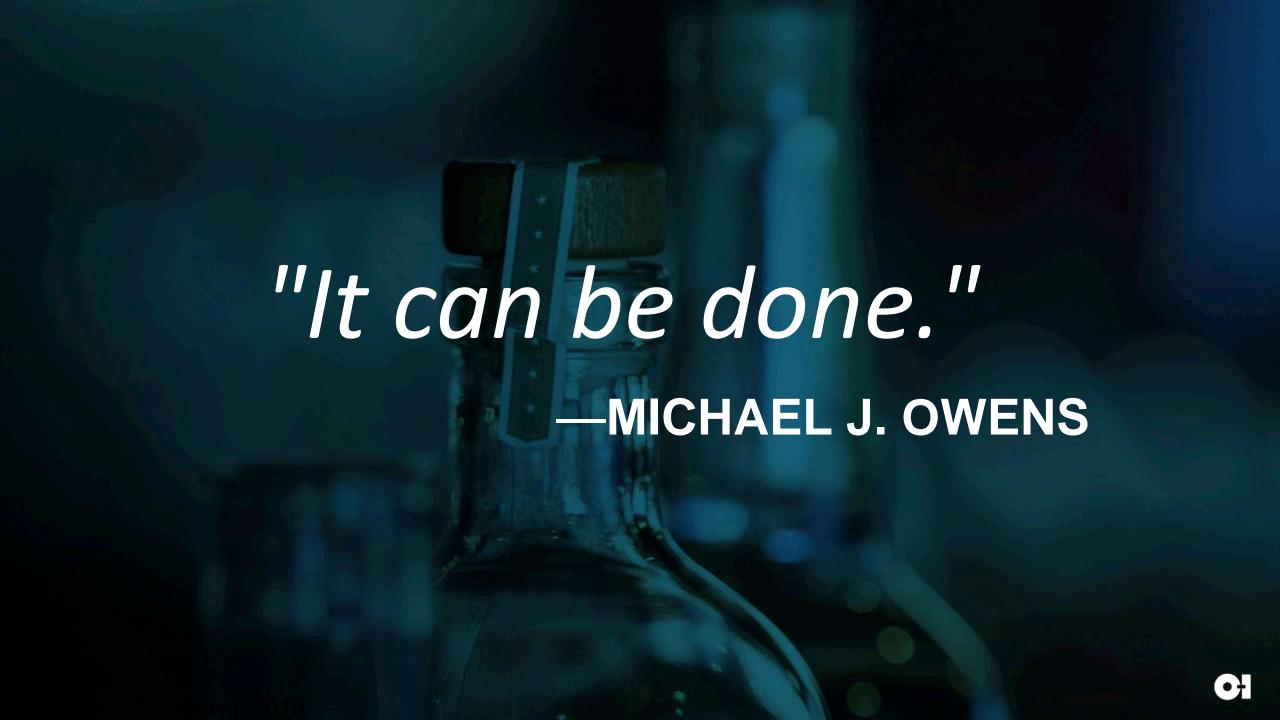
- Cash interest expense
- Payments to non-controlling interests
- Asbestos-related payments
- Common dividend, started in Feb 2019





DELIVERING ON OUR TRANSFORMATION

	2016-2018	2019f	2019f-2021f
SALES VOLUME GROWTH	+12% in total	~1.5%, excluding non-organic	+10%, driven by ascribable opportunities
SEGMENT OPERATING PROFIT MARGIN	+180 bps	>50 bps	~100 bps
ADJUSTED EPS	>10% CAGR	~10% growth	~10% CAGR
ADJUSTED FREE CASH FLOW	~\$395M average	~\$400M	~\$425M average
DELEVERAGING	~3.6x net leverage year-end 2018	Balanced Capital Allocation	~3.0x net leverage year-end 2021
RETURN TO SHAREHOLDERS	\$163M shares repurchased in 2018	Sustained quarterly dividend, continued share buybacks	Sustained quarterly dividend, continued share buybacks





AMERICAS

35

15,800

Plants

Employees

in

9 Countries

HQ: Perrysburg, Ohio, U.S.



EUROPE

34

7,900

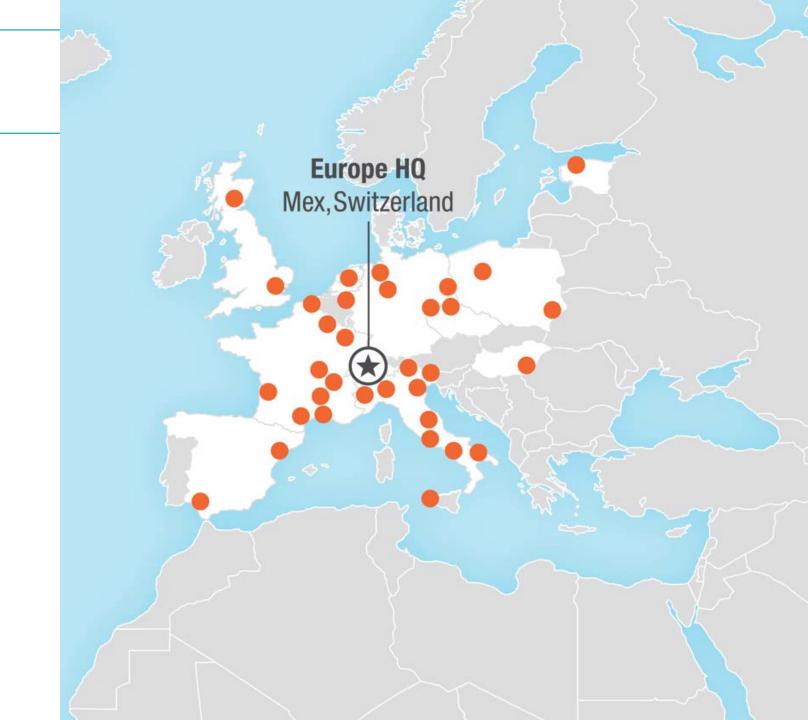
Plants

Employees

in

10 Countries

HQ: Mex, Switzerland



ASIA PACIFIC

8

2,400

Plants

Employees

in

4 Countries

HQ: Melbourne, Australia



NON-GAAP FINANCIAL MEASURES

The Company uses certain non-GAAP financial measures, which are measures of its historical or future financial performance that are not calculated and presented in accordance with GAAP, within the meaning of applicable SEC rules. Management believes that its presentation and use of certain non-GAAP financial measures, including adjusted earnings, adjusted earnings on a constant currency basis, adjusted earnings per share, adjusted earnings per share on a constant currency basis, segment operating profit, segment operating profit margin and adjusted free cash flow, provide relevant and useful supplemental financial information, which is widely used by analysts and investors, as well as by management in assessing both consolidated and business unit performance. These non-GAAP measures are reconciled to the most directly comparable GAAP measures and should be considered supplemental in nature and should not be considered in isolation or be construed as being more important than comparable GAAP measures.

Adjusted earnings relates to net earnings from continuing operations attributable to the Company, exclusive of items management considers not representative of ongoing operations because such items are not reflective of the Company's principal business activity, which is glass container production. Adjusted earnings on a constant currency basis are defined the same as adjusted earnings plus an adjustment to translate prior year results using current year foreign currency exchange rates. Adjusted earnings are divided by weighted average shares outstanding (diluted) to derive adjusted earnings per share. Adjusted earnings per share on a constant currency basis are defined the same as adjusted earnings per share plus an adjustment to translate prior year results using current year foreign currency exchange rates. Segment operating profit relates to earnings from continuing operations before interest expense (net), and before income taxes and is also exclusive of items management considers not representative of ongoing operations as well as certain retained corporate cost. Segment operating profit margin is segment operating profit divided by segment net sales. Management uses adjusted earnings on a constant currency basis, adjusted earnings per share, adjusted earnings per share on a constant currency basis, segment operating profit and segment operating profit margin to evaluate its period-over-period operating performance because it believes this provides a useful supplemental measure of the results of operations of its principal business activity by excluding items that are not reflective of such operations. Adjusted earnings on a constant currency basis, adjusted earnings per share, adjusted earnings per share on a constant currency basis, segment operating profit and segment operating profit margin may be useful to investors in evaluating the underlying operating performance of the Company's business as these measures eliminate items that are not reflective of its principal business activity.

Further, adjusted free cash flow relates to cash provided by continuing operating activities less additions to property, plant and equipment plus asbestos-related payments. Management uses adjusted free cash flow to evaluate its period-over-period cash generation performance because it believes this provides a useful supplemental measure related to its principal business activity. Adjusted free cash flow may be useful to investors to assist in understanding the comparability of cash flows generated by the Company's principal business activity. Since a significant majority of the Company's asbestos-related claims are expected to be received in the next ten years, adjusted free cash flow may help investors to evaluate the long-term cash generation ability of the Company's principal business activity as these asbestos-related payments decline. It should not be inferred that the entire adjusted free cash flow amount is available for discretionary expenditures, since the Company has mandatory debt service requirements and other non-discretionary expenditures that are not deducted from the measure. Management uses non-GAAP information principally for internal reporting, forecasting, budgeting and calculating compensation payments.

The Company routinely posts important information on its website at www.o-i.com/investors.



RECONCILIATION TO EARNINGS FROM CONTINUING OPERATIONS BEFORE INCOME TAXES

	1	Three mor	nths e	nded							
\$ in millions, except Segment Operating Profit margin		December 31		1	Year ended December 31						
		2018		2017	2018		2017		2016	_	2015
Net sales:	Ś	861	S	937	\$ 3,638	s	3,711	S	3,652	¢	2 102
Americas (a): Europe	\$	560	\$	563	2,489	>	2,375	>	2,300	\$	3,103 2,324
Asia Pacific		184		198	675		714		684		671
Reportable segment totals	_	1,605	_	1,698	6,802		6,800		6,636	_	6,098
Other		30		14	75		69		66		58
Net sales	\$	1,635	\$	1,712	\$ 6,877	\$	6,869	\$	6,702	\$	6,156
Segment operating profit (b):											
Americas (a):	Ś	127	S	155	\$ 585	s	614	s	568	s	448
Europe	~	56	~	43	316	~	263	~	237	~	209
Asia Pacific		28		14	44		65		77		83
Reportable segment totals		211		212	945		942		882		740
Items excluded from segment operating profit:											
Retained corporate costs and other		(25)		(24)	(106)		(104)		(98)		(70)
Items not considered representative of ongoing operations		(228)		(245)	(301)		(295)		(156)		(151)
Interest expense, net		(63)		(64)	(261)		(268)		(272)		(251)
Earnings (loss) from continuing operations before income taxes	\$	(105)	\$	(121)	\$ 277	\$	275	\$	356	\$	268
Ratio of earnings (loss) from continuing operations before income taxes to net sales		-6.4%		-7.1%	4.0%		4.0%		5.3%		4.4%
Segment operating profit margin (c):											
Americas		14.8%		16.5%	16.1%		16.5%		15.6%		14.4%
Europe		10.0%		7.6%	12.7%		11.1%		10.3%		9.0%
Asia Pacific		15.2%		7.1%	6.5%		9.1%		11.3%		12.4%
Reportable segment margin totals		13.1%		12.5%	13.9%		13.9%		13.3%		12.1%

⁽a) Beginning in the first quarter of 2018, to better leverage its scale and presence across a larger geography and market, and to reduce administrative costs, the Company consolidated the former North America and Latin America segments into one segment named the Americas.

Note: For all periods after 2018, the Company is unable to present a quantitative reconciliation of its forward-looking non-GAAP measures, Segment operating profit and Segment operating profit margin, to its most directly comparable U.S. GAAP financial measure, Earnings from continuing operations before income taxes and the ratio of earnings from continuing operations before income taxes to net sales, respectively, because management cannot reliably predict all of the necessary components of these U.S. GAAP financial measures without unreasonable efforts. Earnings from continuing operations before income taxes includes several significant items that are not included in Segment operating profit or Segment operating profit margin, such as restructuring, asset impairment and other charges. The decisions and events that typically lead to the recognition of these and other similar non-GAAP adjustments are inherently unpredictable as to if and when they may occur. The inability to provide a reconciliation is due to that unpredictability and the related difficulties in assessing the potential financial impact of the non-GAAP adjustments. For the same reasons, the Company is unable to address the probable significance of the unavailable information, which could be material to the Company's future financial results.

⁽b) Segment operating profit consists of consolidated earnings before interest income, interest expense, and provision for income taxes and excludes amounts related to certain items that management considers not representative of ongoing operations as well as certain retained corporate costs.

The Company presents information on segment operating profit because management believes that it provides investors with a measure of operating performance separate from the level of indebtedness or other related costs of capital. The most directly comparable GAAP financial measure to segment operating profit is earnings from continuing operations before income taxes. The Company presents segment operating profit because management uses the measure, in combination with net sales and selected cash flow information, to evaluate performance and to allocate resources.

⁽c) Segment operating profit margin is segment operating profit divided by segment net sales.

RECONCILIATION TO ADJUSTED EARNINGS AND CONSTANT CURRENCY

\$ in millions, except per share amounts		Year ended December 31							
		018	2017		2016		2015		
Earnings (loss) from continuing operations attributable to the Company Items impacting cost of good sold: Restructuring, asset impairment and other charges Acquisition-related fair value inventory adjustments	\$	144 5	\$	183	\$	216	\$	139	
Items impacting other expense, net: Restructuring, asset impairment and other charges Pension settlement charges		97 74		77 218		129 98		75	
Gain on China land sale Charge for asbestos-related costs Strategic transaction costs Acquisition-related fair value intangible adjustments Equity earnings related charges Items impacting interest expense:		125				(71)		16 23 10 5	
Charges for note repurchase premiums and write-off of finance fees Items impacting income tax: Net expense (benefit) for income tax on items above Tax expense (benefit) recorded for certain tax adjustments Items impacting net earnings attributable to noncontrolling interests: Net impact of noncontrolling interests on items above		11 (14)		18 (27) (29)		9 1 (8)		42 (15) 8	
Total adjusting items (non-GAAP)	\$	297	\$	254	\$	160	\$	186	
Adjusted earnings (non-GAAP)	\$	441	\$	437	\$	376	\$	325	
Currency effect on earnings (2017 only) (a)			_	(4)					
Adjusted earnings on a constant currency basis (2017 only) (non-GAAP)			\$	433					
Diluted average shares (thousands)	1	62,088	1	64,647		162,825	_	162,135	
Earnings (loss) per share from continuing operations (diluted) Adjusted earnings per share (non-GAAP) (b)	\$	2.72	\$	2.65	\$	2.31	\$	2.00	
Adjusted earnings per share on a constant currency basis (non-GAAP)			\$	2.63					

⁽a) Currency effect on earnings determined by using 2018 foreign currency exchange rates to translate 2017 local currency results.



⁽b) For adjusted earnings per share, the diluted average shares (in thousands) are 159,446 and 165,265 for the three months ended December 31, 2018 and 2017, respectively.

RECONCILIATION TO ESTIMATED ADJUSTED FREE CASH FLOW & ADJUSTED FREE CASH FLOW

		cast for									
	Year ended			Year ended December 31,							
\$ in millions, except per share amounts	December 31, 2019		2018		2017		2016		2015		
Cash provided by continuing operating activities	\$	740	\$	793	\$	724	\$	758	\$	612	
Additions to property, plant and equipment		(500)		(536)		(441)		(454)		(402)	
Asbestos-related payments		160		105		110		125		138	
Adjusted free cash flow (non-GAAP)	\$	400	\$	362	\$	393	\$	429	\$	348	
Cash utilized in investing activities		(a)	\$	(698)	\$	(351)	\$	(417)	\$	(2,748)	
Cash provided by (utilized in) financing activities		(a)	\$	(53)	\$	(392)	\$	(228)	\$	2,057	

⁽a) Forecasted amounts for full year 2019 are not yet determinable at this time.

Note: For all periods after 2019, the Company is unable to present a quantitative reconciliation of its forward-looking non-GAAP measure, Adjusted free cash flow, to its most directly comparable U.S. GAAP financial measure, Cash provided by continuing operating activities, without unreasonable effort. This is due to potentially high variability, complexity and low visibility, in the relevant future periods, of components of Cash provided by continuing operating activities and cash spent on property, plant and equipment, as well as items that would be excluded from Cash provided by continuing operating activities, such as asbestos-related payments. The variability of these excluded items and other components of Cash provided by continuing operating activities may have a significant, and potentially unpredictable, impact on the Company's future financial results.

