O-I GLASS, INC.
ANNUAL MEETING OF SHARE OWNERS

MAY 13, 2026
RULES OF CONDUCT AND PROCEDURES

Welcome to the Annual Meeting of Share Owners (the "Annual Meeting") of O-I Glass, Inc. (the "Company"). It is our desire to conduct a fair and informative Annual Meeting. Kindly observe the following Rules of Conduct and Procedures.

1. Our Company's By-Laws describe requirements for meetings of our stockholders, and the Chair of the Annual Meeting will conduct the meeting consistent with those requirements. The Chair shall have the authority necessary to preside over the Annual Meeting and may make any and all determinations with respect to the conduct of the Annual Meeting and procedures to be followed during the Annual Meeting, including interpretations regarding these Rules of Conduct and Procedures. The Chair has sole discretion to rule on any of these Rules and on all other matters relating to the conduct of the Annual Meeting. In the event of disorder, technical malfunction, or other significant problem that disrupts the Annual Meeting, the Chair may adjourn, recess or expedite the Annual Meeting, prescribe such rules, regulations and procedures or do all such acts as, in the judgment of the Chair, are appropriate for the proper conduct of the Annual Meeting.

2. Only stockholders as of March 18, 2026, the record date, are entitled to vote and permitted to submit questions at the Annual Meeting. To vote or submit questions, please go to the virtual meeting website at www.virtualshareholdermeeting.com/OI2026 and login as a stockholder by entering the 16-digit control number you received with your proxy materials. If you have voted your shares prior to the start of the Annual Meeting, there is no need to vote those shares during the Annual Meeting, unless you wish to revoke or change your vote.

3. We will strictly follow the Agenda as presented on the virtual meeting website as we conduct the meeting.

4. At the conclusion of the Annual Meeting, management and representatives from the Company's auditor will address appropriate questions from stockholders. Please note:

- To allow us to answer questions from as many stockholders as possible, we will limit each stockholder to one question.
- Questions must specifically pertain to matters on the Agenda for the Annual Meeting.
- Questions should be succinct and cover only one topic per question. Please note that there is a 500 character limit on questions submitted through the annual meeting webpage.
- Questions from multiple stockholders on the same topic or that are otherwise related may be grouped, summarized and answered together.
- Due to the substantial amount of information contained in the proxy materials and other Company communications, the Chair reserves the right to (i) limit discussion on a particular topic if questions or comments become repetitive or if a particular viewpoint has been adequately expressed and (ii) end the discussion period after a reasonable time.

5. Stockholder questions are welcome, but conducting the business set out in the Agenda for the benefit of all stockholders will be paramount. The Company does not intend to address any questions that are, among other things:

- irrelevant to the business of the Company or to the business of the Annual Meeting;
- related to material non-public information of the Company;

- related to personal grievances;
- derogatory references to individuals or that are otherwise in bad taste;
- repetitious statements already made by another stockholder;
- in furtherance of the stockholder's personal or business interests; or
- out of order or not otherwise suitable for the conduct of the Annual Meeting in the reasonable judgment of the Chair or the Corporate Secretary.

6. If there are any matters of individual concern to a stockholder and not of general concern to all stockholders, or if a question posed was not otherwise answered, such matters may be raised separately after the Annual Meeting by contacting Investor Relations at investor.relations@o-i.com.

7. Recording of the Annual Meeting is prohibited. A webcast playback will be available at www.virtualshareholdermeeting.com 24 hours after the completion of the meeting.

Thank you for your cooperation and for joining the Company at the Annual Meeting.