



FIRST QUARTER 2025 EARNINGS

APRIL 29, 2025



SAFE HARBOR COMMENTS AND FORWARD-LOOKING STATEMENTS

This presentation contains “forward-looking” statements related to O-I Glass, Inc. (“O-I Glass” or the “Company”) 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, 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,” “target,” “commit” and the negatives of these words and other similar expressions generally identify forward-looking statements.

It is possible that the Company’s future financial performance may differ from expectations due to a variety of factors including, but not limited to the following: (1) the Company’s ability to achieve expected benefits from cost management, efficiency improvements, and profitability initiatives, such as its Fit to Win program, including expected impacts from production curtailments, reduction in force and furnace closures, (2) the general political, economic, legal and competitive conditions in markets and countries where the Company has operations, including uncertainties related to economic and social conditions, trade policies and disputes, financial market conditions, disruptions in the supply chain, competitive pricing pressures, inflation or deflation, changes in tax rates, changes in laws or policies, legal proceedings involving the Company, war, civil disturbance or acts of terrorism, natural disasters, public health issues and weather, (3) cost and availability of raw materials, labor, energy and transportation (including impacts related to the current Ukraine-Russia and Israel-Hamas conflicts and disruptions in supply of raw materials caused by transportation delays), (4) competitive pressures from other glass container producers and alternative forms of packaging or consolidation among competitors and customers, (5) changes in consumer preferences or customer inventory management practices, (6) the continuing consolidation of the Company’s customer base, (7) the Company’s ability to improve its glass melting technology, known as the MAGMA program, and implement it in a manner to deliver economic profit within the timeframe expected in addition to successfully achieving key production and commercial milestones, (8) unanticipated supply chain and operational disruptions, including higher capital spending, (9) seasonality of customer demand, (10) the failure of the Company’s joint venture partners to meet their obligations or commit additional capital to the joint venture, (11) labor shortages, labor cost increases or strikes, (12) the Company’s ability to acquire or divest businesses, acquire and expand plants, integrate operations of acquired businesses and achieve expected benefits from acquisitions, divestitures or expansions, (13) the Company’s ability to generate sufficient future cash flows to ensure the Company’s goodwill is not impaired, (14) any increases in the underfunded status of the Company’s pension plans, (15) any failure or disruption of the Company’s information technology, or those of third parties on which the Company relies, or any cybersecurity or data privacy incidents affecting the Company or its third-party service providers, (16) risks related to the Company’s indebtedness or changes in capital availability or cost, including interest rate fluctuations and the ability of the Company to generate cash to service indebtedness and refinance debt on favorable terms, (17) risks associated with operating in foreign countries, (18) foreign currency fluctuations relative to the U.S. dollar, (19) changes in tax laws or global trade policies, (20) the Company’s ability to comply with various environmental legal requirements, (21) risks related to recycling and recycled content laws and regulations, (22) risks related to climate-change and air emissions, including related laws or regulations and increased ESG scrutiny and changing expectations from stakeholders, and the other risk factors discussed in the company’s filings with the Securities and Exchange Commission.

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. 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.

Additionally, certain forward-looking and other statements in this presentation or other locations, such as the Company’s corporate website, regarding ESG matters are informed by various ESG standards and frameworks (which may include standards for the measurement of underlying data) and the interests of various stakeholders. Accordingly, such information may not be, and should not be interpreted as necessarily being “material” under the federal securities laws for SEC reporting purposes, even if the Company uses the word “material” or “materiality” in such discussions. In particular, certain standards and frameworks use definitions of “materiality” in the ESG context that differ from, and are often more expansive than, the definition under U.S. federal securities laws. ESG information is also often reliant on third-party information or methodologies that are subject to evolving expectations and best practices. The Company’s disclosures may change due to revisions in framework requirements, availability of information, changes in its business or applicable governmental policies, or other factors, some of which may be beyond its control.



STRONG START TO 2025

I Q25 aEPS was \$0.40/sh

Below PY, as anticipated, but above management's plan

Strong Volume & Fit To Win Benefits

4.4% sales volume growth and \$61M initiative savings

Mitigated Expected Headwinds

Lower net price and temp. curtailments to reduce inventory

Reaffirming 2025 Guidance

Successfully managing the elements within O-I's control

Adjusted Earnings Per Share (aEPS) Diluted ¹

\$0.45



I Q24

I Q25

O-I ENCOURAGING DEMAND GROWTH IN 1Q25

SHIPMENTS UP ~ 4.4% reflecting normalization of inventory across the value chain and some advanced purchases ahead of new tariffs. Addressing excess capacity to improve O-I's competitive position and enable profitable growth.



1Q25 Sales Volume up ~ 4%
in both AM and EU

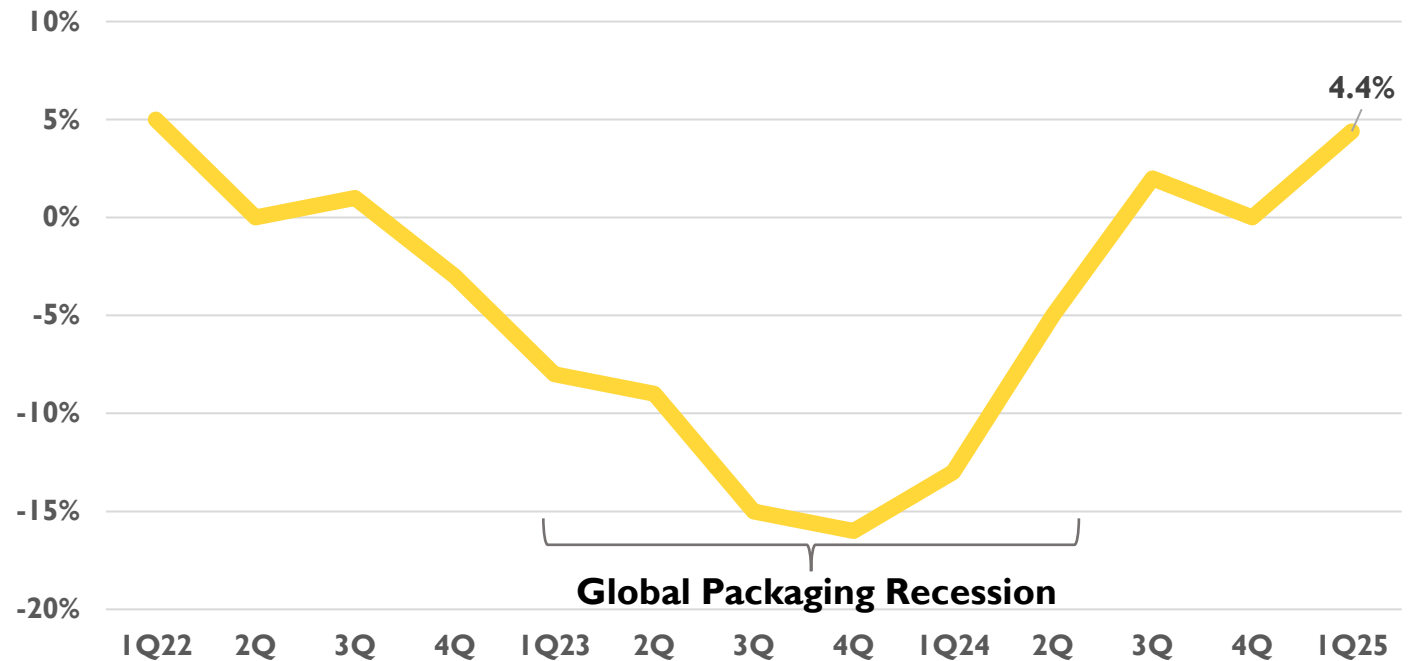


Expect FY25 Sales Volume
will be stable with PY

(reassess mid-2025 if favorable trends are sustained)

O-I GLASS DEMAND TREND

YoY Change in O-I Shipments (in tons)





DELIVERING ON OUR FIT TO WIN SAVINGS OBJECTIVE

STRONG FIT TO WIN BENEFITS and solid progress towards $\geq \$650\text{M}$ savings target by 2027

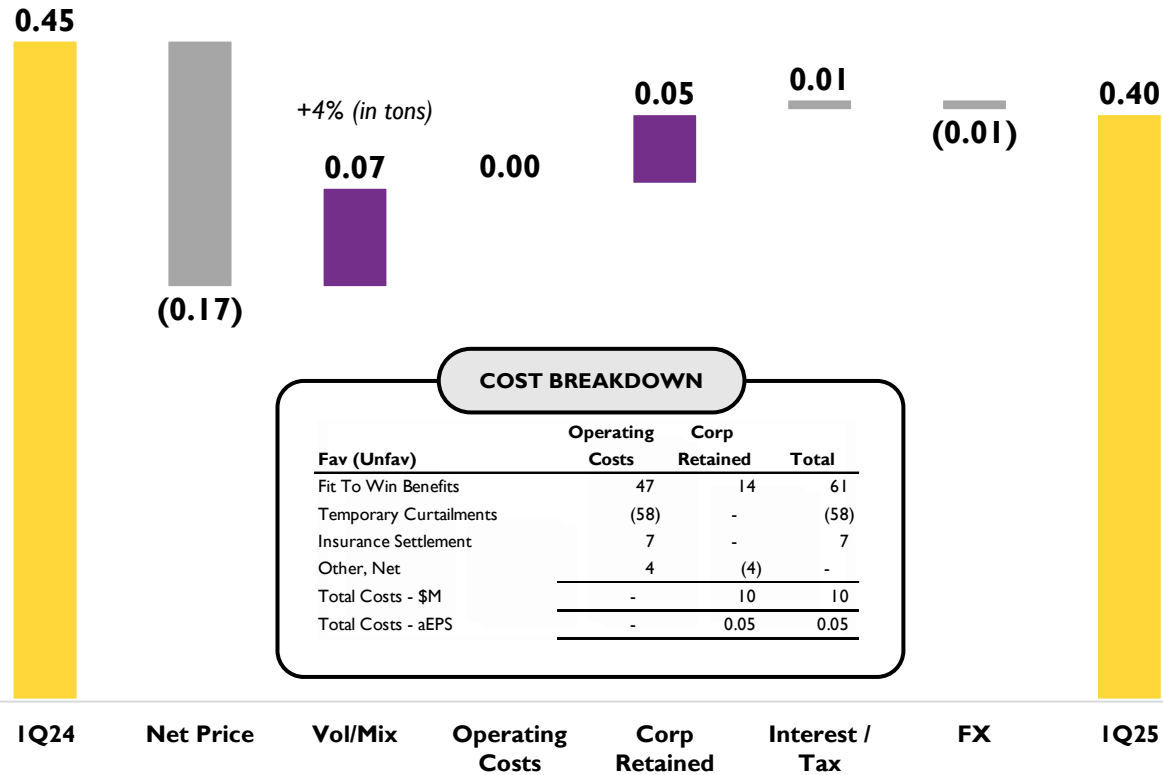
	2024	2025 ^I		3 YEAR ^I		
(\$M)	ACTUAL	1Q25	TARGET	TARGET	COMMENTS	
PHASE A	Reshape SG&A	14	22	100	200	All actions completed to secure 2025 benefits Expect all actions to achieve 2027 target will be done by early 2026
	Initial Network Optimization	11	17	100	150	All actions to secure 2025 benefits are underway Expect all actions to achieve 2027 target will be done by mid-2026
	Total Phase A Savings	25	39	200	350	
PHASE B	Cost Transformation	-	10	25	150	Initiated procurement, efficiency and energy programs for 2025
	Total Organization Effectiveness	-	12	25	150	Successfully completed Toano, VA TOE pilot; initiate broad rollout in May Strong initial benefits as many plants already leveraging TOE principles
	Total Phase B Savings	-	22	50	300	
TOTAL FIT TO WIN SAVINGS		25	61	≥ 250	≥ 650	



1Q25 EARNINGS REVIEW

1Q25 adjusted earnings down from prior year but **EXCEEDED MANAGEMENT'S PLAN** due to stronger than anticipated sales volume growth and higher Fit To Win benefits

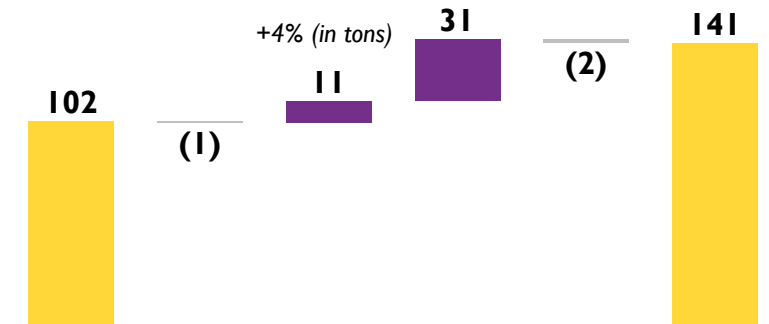
aEPS¹



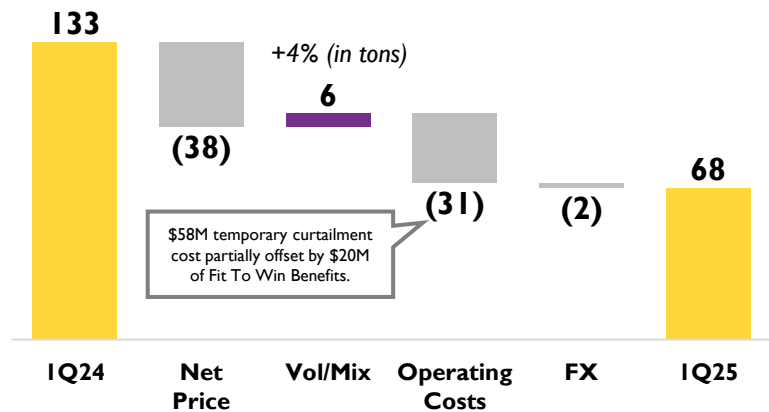
¹ No adjustments reported in 1Q24

SEGMENT OPERATING PROFIT

AMERICAS (\$M)



EUROPE (\$M)





REAFFIRMING 2025 GUIDANCE

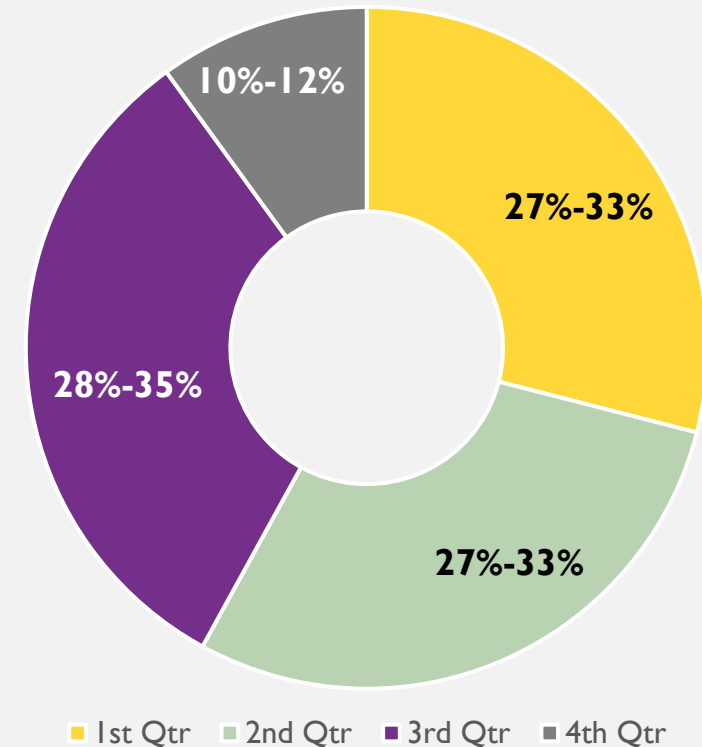
**2025 EARNINGS EXPECTED TO IMPROVE
50% TO 85% FROM 2024**

2025 Guidance

	2024	2025E
Adjusted EPS	\$0.81	\$1.20 - \$1.50
Free Cash Flow (\$M)	(\$128)	\$150 - \$200

Strong start to 2025 and successfully managing elements within O-I's control. Outlook may not fully reflect the potential impact of elevated uncertainty related to changing global trade policies.

EST. QUARTERLY ALLOCATION OF aEPS



Estimated quarter allocation of aEPS has been updated to reflect YTD performance through 1Q25



NEW TARIFFS REPRESENT BOTH CHALLENGES AND OPPORTUNITIES

Changes in global trade policy may create both new challenges and opportunities which cannot be fully determined at this stage

CHALLENGES:

▼ DIRECT TARIFF EXPOSURE LIMITED (SO FAR)

- ~ 4.5 % of O-I's global sales volume is currently exposed to new tariffs (mostly U.S. imports from EU)
- US cross border sales with MX / CAN exempt as a result of USMCA compliance

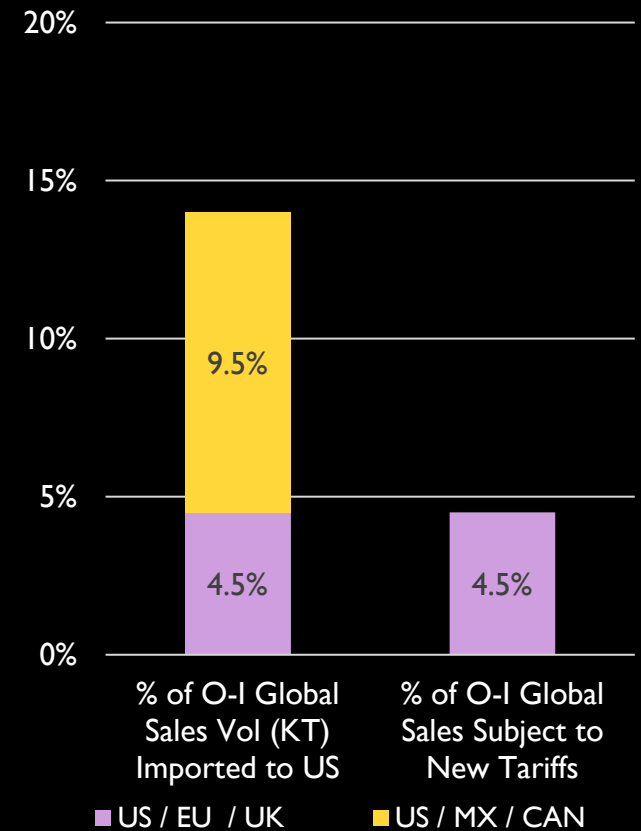
▼ ELEVATED RISK TO TARIFF DRIVEN CONSUMER VOLATILITY

OPPORTUNITIES:

- ▲ **LOCAL SUPPLY CHAIN:** ~ 85% sales/supply within 300 miles of O-I plants
- ▲ **FAVORABLE SUBSTRATE DYNAMICS:** Sector specific tariffs on Aluminum
- ▲ **CHINA TARIFF BENEFIT:** Elevated tariffs on glass imports to US from China
- ▲ **LARGEST US GLASS SYSTEM:** Supports higher consumption of domestic products
- ▲ **FOREIGN EXCHANGE:** Weaker U.S. dollar improving foreign earnings translation

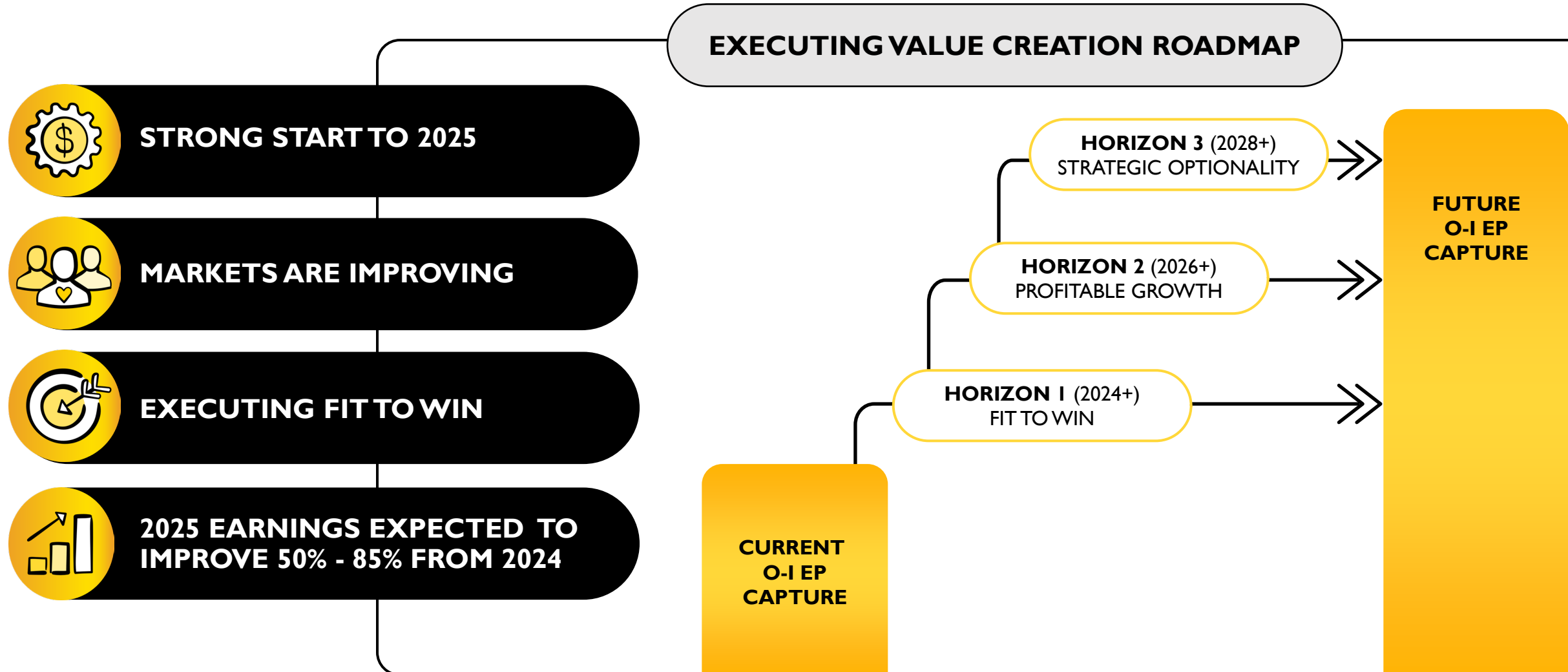
Fit To Win and Improving O-I's Competitive Position is Key To Mitigating Macro Uncertainty and Creating Shareholder Value

CROSS BORDER SHIPMENTS AND POTENTIAL TARIFF EXPOSURES (Includes empty and filled bottles)





CONCLUSION – EXECUTING ON WHAT IS IN OUR CONTROL





APPENDIX

SUMMARY FINANCIAL RESULTS: IQ25 VS IQ24

\$/M except EPS and %	NET SALES				SEGMENT OPERATING PROFIT			aEPS
	AMERICAS	EUROPE	CORP	TOTAL	AMERICAS	EUROPE	TOTAL	
IQ24	\$ 854	\$ 709	\$ 30	\$ 1,593	\$102	\$133	\$235	\$0.45
% Margin					11.9%	18.8%	15.0%	
FX	(59)	(14)	-	(73)	(2)	(2)	(4)	(0.01)
SUBTOTAL	\$ 795	\$695	\$30	\$1,520	\$100	\$131	\$231	\$0.44
% Margin					12.6%	18.8%	15.5%	
Price / Net price (incl. cost inflation)	30	(46)	-	(16)	(1)	(38)	(39)	(0.17)
Volume and mix	48	18	(3)	63	11	6	17	0.07
<i>Sales Vol (KT) vs PY</i>	4%	4%		4%				
Operating costs (excl. cost inflation)	-	-	-	-	31	(31)	0	-
Retained corporate costs	-	-	-	-	-	-	-	0.05
Interest expense, net / NCI	-	-	-	-	-	-	-	(0.01)
Change in tax rate ~ 32% aETR vs 35% PY	-	-	-	-	-	-	-	0.02
Share count	-	-	-	-	-	-	-	-
IQ25	\$ 873	\$ 667	\$ 27	\$ 1,567	141	68	209	\$0.40
% Margin					16.2%	10.2%	13.6%	



KEY ASSUMPTIONS AND SENSITIVITIES

APPROXIMATE ANNUAL IMPACT ON		FX RATES AT KEY POINTS			
EPS FROM 10% FX CHANGE			28-Apr	AVG	AVG
			2025	1Q25	1Q24
EUR	0.19	EUR	1.14	1.05	1.08
MXN	0.05	MXN	19.59	20.53	16.94
BRL	0.02	BRL	5.66	5.82	4.98
COP	0.02	COP	4,216	4,162	3,899

KEY 2025 ASSUMPTIONS

- aEBITDA: \$1.15B - \$1.20B
- Net Price \$125M - \$150M YoY headwind
- Cash Interest: ~ \$325M
- Adjusted ETR: 33-36%
- CapEx: \$400-\$450M
- Cash Restructuring: \$120-\$150M
- Net Debt Leverage Ratio: Mid-3s by FYE25

APPROX. EARNINGS SENSITIVITY TO 1% CHANGE IN VOLUME

- ~ \$0.07/sh for 1% change in sales volume
- ~ \$0.13/sh for 1% change in production volume
- ~ \$0.20/sh for 1% change in combined sales and production volume



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 per share, free cash flow, adjusted effective tax rate, net debt leverage, EBITDA, adjusted EBITDA, segment operating profit, segment operating profit margin, Economic Profit and Economic spread provide relevant and useful supplemental financial information that 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 (loss) attributable to the company, exclusive of items management considers not representative of ongoing operations and other adjustments because such items are not reflective of the company's principal business activity, which is glass container production. Adjusted earnings are divided by weighted average shares outstanding (diluted) to derive adjusted earnings per share. Segment operating profit relates to earnings (loss) 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 costs and other adjustments. Segment operating profit margin is calculated as segment operating profit divided by segment net sales. Adjusted effective tax rate relates to the provision for income taxes, excluding items management considers not representative of ongoing operations and other adjustments, divided by earnings (loss) before income taxes, exclusive of items management considers not representative of ongoing operations and other adjustments. EBITDA refers to net earnings, excluding gains or losses from discontinued operations, interest expense, net, provision for income taxes, depreciation and amortization of intangibles. Adjusted EBITDA refers to EBITDA, exclusive of items management considers not representative of ongoing operations and other adjustments. Net debt leverage refers to total debt less cash divided by Adjusted EBITDA. Economic Profit (EP) refers to net earnings (loss) attributable to the Company, excluding interest expense, net and non-cash goodwill impairment charges, minus the product of the Company's average invested capital and its weighted average cost of capital. Economic spread percentage (ES%) refers to economic profit divided by the Company's average invested capital. Management uses adjusted earnings, adjusted earnings per share, segment operating profit, segment operating profit margin, EBITDA, Adjusted EBITDA, adjusted effective tax rate, economic profit, economic spread and net debt leverage to evaluate its period-over-period operating performance because it believes these provide useful supplemental measures of the results of operations of its principal business activity by excluding items that are not reflective of such operations. The above non-GAAP financial measures 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, free cash flow relates to cash provided by operating activities less cash payments for property, plant and equipment. Management has historically used free cash flow to evaluate its period-over-period cash generation performance because it believes these have provided useful supplemental measures related to its principal business activity. It should not be inferred that the entire 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 these measures. Management uses non-GAAP information principally for internal reporting, forecasting, budgeting and calculating compensation payments.

RECONCILIATION TO ADJUSTED EARNINGS

The reconciliation below describes the items that management considers not representative of ongoing operations.

Unaudited

(\$ millions, except per share amounts)

	Three months ended March 31		Year ended December 31
	2025	2024	2024
Net earnings (loss) attributable to the Company	\$ (16)	\$ 72	\$ (106)
Items impacting equity earnings			
Equity investment impairment			25
Restructuring, asset impairment and other charges			2
Items impacting other income (expense), net:			
Restructuring, asset impairment and other charges	82		204
Legacy environmental charge	4		11
Gain on sale of miscellaneous assets	(6)		(6)
Pension settlement charges			5
Items impacting interest expense:			
Charges for note repurchase premiums and write-off of finance fees			2
Items impacting income tax:			
Net expense (benefit) for income tax on items above	(1)		(11)
Items impacting net earnings attributable to noncontrolling interests:			
Net impact of noncontrolling interests on items above			1
Total adjusting items (non-GAAP)	\$ 79	\$ -	\$ 233
Adjusted earnings (non-GAAP)	\$ 63	\$ 72	\$ 127
Diluted average shares (thousands)	153,708	158,467	154,552
Net earnings per share (diluted)	\$ (0.10)	\$ 0.45	\$ (0.69)
Adjusted earnings per share (non-GAAP) ^(a)	\$ 0.40	\$ 0.45	\$ 0.81

(a) For purposes of computing adjusted earnings per share, the diluted average shares (in thousands) are 155,794 for the three months ended March 31, 2025.

The Company is unable to present a quantitative reconciliation of its forward-looking non-GAAP measure, adjusted earnings and adjusted earnings per share, for the periods ending after March 31, 2025 to its most directly comparable GAAP financial measure, net earnings (loss) attributable to the Company, because management cannot reliably predict all of the necessary components of this GAAP financial measure without unreasonable efforts. Net earnings (loss) attributable to the Company includes several significant items, such as restructuring charges, asset impairment 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 items are complex and inherently unpredictable, and the amount recognized for each item can vary significantly. Accordingly, the Company is unable to provide a reconciliation of adjusted earnings and adjusted earnings per share to net earnings (loss) attributable to the Company or address the probable significance of the unavailable information, which could be material to the Company's future financial results..



SEGMENT RECONCILIATIONS

I Q25 PRICE, SALES VOLUME AND CURRENCY IMPACT ON REPORTABLE SEGMENT SALES

(\$ millions)

	Three months ended March 31		
	Americas	Europe	Total
Net sales for reportable segments- 2024	\$ 854	\$ 709	\$ 1,563
Effects of changing foreign currency rates ^(a)	(59)	(14)	(73)
Price	30	(46)	(16)
Sales volume & mix	48	18	66
Total reconciling items	19	(42)	(23)
Net sales for reportable segments- 2025	\$ 873	\$ 667	\$ 1,540

I Q25 PRICE, SALES VOLUME, OPERATING COSTS AND CURRENCY IMPACT ON REPORTABLE SEGMENT OPERATING PROFIT

(\$ millions)

	Three months ended March 31		
	Americas	Europe	Total
Segment operating profit - 2024	\$ 102	\$ 133	\$ 235
Effects of changing foreign currency rates ^(a)	(2)	(2)	(4)
Net price (net of cost inflation)	(1)	(38)	(39)
Sales volume & mix	11	6	17
Operating costs	31	(31)	-
Total reconciling items	39	(65)	(26)
Segment operating profit - 2025	\$ 141	\$ 68	\$ 209



RECONCILIATION FOR SEGMENT OPERATING PROFIT

Unaudited (\$ millions)	Three months ended March 31	
	2025	2024
Net sales:		
Americas	\$ 873	\$ 854
Europe	667	709
Reportable segment totals	1,540	1,563
Other	27	30
Net sales	<u>\$ 1,567</u>	<u>\$ 1,593</u>
Earnings before income taxes	\$ 18	\$ 117
Items excluded from segment operating profit:		
Retained corporate costs and other	30	40
Items not considered representative of ongoing operations ^(a)	80	
Interest expense, net	81	78
Segment operating profit ^(a) :	<u>\$ 209</u>	<u>\$ 235</u>
Americas	\$ 141	\$ 102
Europe	68	133
Reportable segment totals	<u>\$ 209</u>	<u>\$ 235</u>
Ratio of earnings before income taxes to net sales	1.1%	7.3%
Segment operating profit margin ^(b) :		
Americas	16.2%	11.9%
Europe	10.2%	18.8%
Reportable segment margin totals	<u>13.6%</u>	<u>15.0%</u>

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

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 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.

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



RECONCILIATION TO ADJUSTED EFFECTIVE TAX RATE

(\$ millions)	Three Months Ended March 31, 2025	Three Months Ended March 31, 2024
Earnings before income taxes (A)	\$ 18	\$ 117
Items management considers not representative of ongoing operations and other adjustments	80	-
Adjusted Earnings before income taxes (C)	<u>\$ 98</u>	<u>\$ 117</u>
Provision for income taxes (B)	\$ (30)	\$ (41)
Tax items management considers not representative of ongoing operations and other adjustments	(1)	0
Adjusted provision for income taxes (D)	<u>\$ (31)</u>	<u>\$ (41)</u>
Effective Tax Rate (B)/(A)	<u>166.7%</u>	<u>35.0%</u>
Adjusted Effective Tax Rate (D)/(C)	<u>31.6%</u>	<u>35.0%</u>

The Company is unable to present a quantitative reconciliation of its forward-looking non-GAAP measure, adjusted effective tax rate, for the year ending December 31, 2025, to its most directly comparable GAAP financial measure, provision for income taxes divided by earnings (loss) before income taxes, because management cannot reliably predict all of the necessary components of these GAAP financial measures without unreasonable efforts. Earnings (loss) before income taxes includes several significant items, such as restructuring charges, asset impairment charges, and charges for the write-off of finance fees, and the provision for income taxes would include the income tax effect on such items. The decisions and events that typically lead to the recognition of these and other similar items are complex and inherently unpredictable, and the amount recognized for each item can vary significantly. Accordingly, the Company is unable to provide a reconciliation of adjusted effective tax rate to provision for income taxes divided by earnings (loss) before income taxes or address the probable significance of the unavailable information, which could be material to the Company's future financial results.

RECONCILIATION TO ADJUSTED EBITDA

(\$ millions)

	Quarter End				
	31-Mar-24	30-Jun-24	30-Sep-24	31-Dec-24	31-Mar-25
Net earnings (loss)	\$ 76	\$ 62	\$ (76)	\$ (150)	\$ (12)
Interest expense, net	78	87	87	83	81
Provision for income taxes	41	42	19	25	30
Depreciation	99	99	102	95	94
Amortization of intangibles	23	24	22	22	21
EBITDA (non-GAAP)	317	314	154	75	214
Items not considered representative of ongoing operations	-	10	83	148	80
Adjusted EBITDA (non-GAAP)	<u>\$ 317</u>	<u>\$ 324</u>	<u>\$ 237</u>	<u>\$ 223</u>	<u>\$ 294</u>

For the periods ending after March 31, 2025, the Company is unable to present a quantitative reconciliation of its forward-looking non-GAAP measure, adjusted EBITDA, to its most directly comparable U.S. GAAP financial measure, net earnings attributable to the Company, because management cannot reliably predict all of the necessary components of this U.S. GAAP financial measure without unreasonable efforts. Net earnings attributable to the Company 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.



RECONCILIATION TO FREE CASH FLOW

(\$ millions)	Year Ended December 31, 2024	Forecast for Year Ended December 31, 2025
Cash provided by operating activities	\$ 489	\$ 600
Cash payments for property, plant and equipment	(617)	(400 to 450)
Free cash flow (non-GAAP)	\$ (128)	\$ 150 to 200

RECONCILIATION TO NET DEBT LEVERAGE RATIO

For the year ending December 31, 2025, the Company is unable to present a quantitative reconciliation of its forward-looking non-GAAP measure, net debt leverage ratio, which is defined as total debt less cash divided by Adjusted EBITDA, to its most directly comparable U.S. GAAP financial measure, Net earnings (loss) divided by total debt, because management cannot reliably predict all of the necessary components of this U.S. GAAP financial measure without unreasonable efforts. Net earnings (loss) 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.