



FULL YEAR AND FOURTH QUARTER 2025 EARNINGS

February 11, 2026



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 initiative, including expected impacts from production curtailments, reduction in force and furnace closures, (2) the general credit, financial, 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) risks related to the development, deployment and use of artificial intelligence technologies, (8) the Company’s inability to improve glass melting technology in a cost-effective manner and introduce productivity, process and network optimization actions, (9) unanticipated supply chain and operational disruptions, including higher capital spending, (10) seasonality of customer demand, (11) the failure of the Company’s joint venture partners to meet their obligations or commit additional capital to the joint venture, (12) labor shortages, labor cost increases or strikes, (13) 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, (14) the Company’s ability to generate sufficient future cash flows to ensure the Company’s goodwill is not impaired, (15) any increases in the underfunded status of the Company’s pension plans, (16) 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, (17) 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, (18) risks associated with operating in foreign countries, (19) foreign currency fluctuations relative to the U.S. dollar, (20) changes in tax laws or global trade policies, (21) the Company’s ability to comply with various environmental legal requirements, (22) risks related to recycling and recycled content laws and regulations, (23) 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.



SIGNIFICANTLY HIGHER 2025 RESULTS VS 2024 DRIVEN BY FIT TO WIN BENEFITS



STRONG 2025 PERFORMANCE

~ Stable Topline, aEPS Up ~ 2x, and FCF Up ~ \$300M



FIT TO WIN EXCEEDED TARGETS

\$300M Actual Savings in 2025 vs. \$250M Target



BUILDING ON STRONG MOMENTUM

Improved 2026 Performance & Reaffirm 2027 I-Day Targets

BUILDING MOMENTUM

aEPS

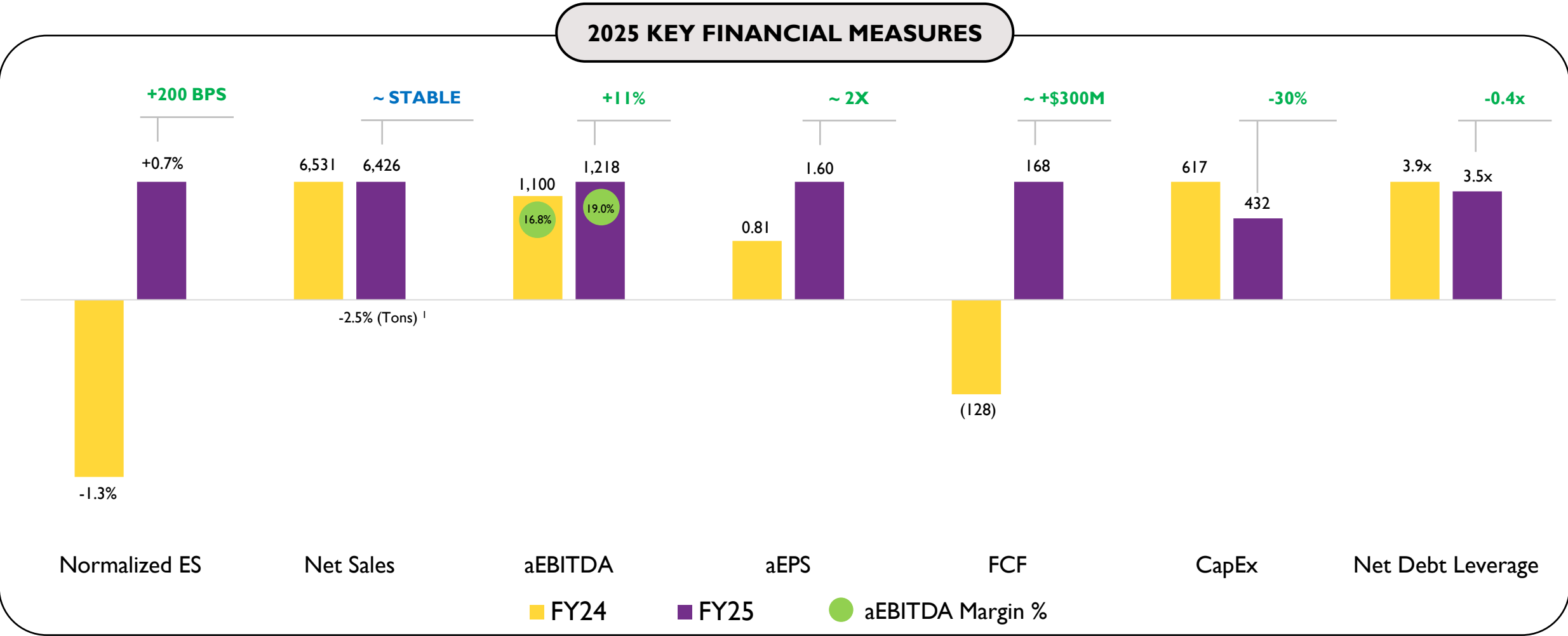
FCF (\$M)





STRONG FULL YEAR 2025 PERFORMANCE

IMPROVEMENT ACROSS KEY FINANCIAL MEASURES: STABLE TOPLINE, aEPS UP 2X AND FCF UP ~ \$300M



¹ Sales volume is on a comparable basis and excludes sales for both 4Q25 and 4Q24 related to a small operation divested in 4Q25



FIT TO WIN EXCEEDED 2025 PLAN AND RAISING 3-YEAR TARGET

\$300M BENEFIT IN 2025 AND INCREASING 3-YEAR FIT TO WIN TARGET TO ≥ \$750M

FIT TO WIN BENEFITS (\$M)							
	2024 ACTUAL	2025 ACTUAL TARGET		2026 TARGET	3 YEAR ¹ TARGET	COMMENTS	
PHASE A	Reshape SGA ²	14	98	100	70	200	Focused on later stages or SG&A initiative
	Initial Network Optimization	11	81	100	65	150	All actions on track for completion by mid-2026
	TOTAL PHASE A SAVINGS	25	179	200	135	350	
PHASE B	Total Organization Effectiveness	-	58	25	80	200	TOE rollout ~ 50% complete, conclude by end of 2026
	Cost Transformation	-	63	25	60	200	Accelerating actions focused on procurement / energy
	TOTAL PHASE B SAVINGS	-	121	50	140	400	
TOTAL FIT TO WIN SAVINGS		25	300	≥ 250	≥ 275	≥ 750	Increased target to ≥ \$750M from ≥ \$650M

1 Savings are cumulative compared to 2024 baseline year

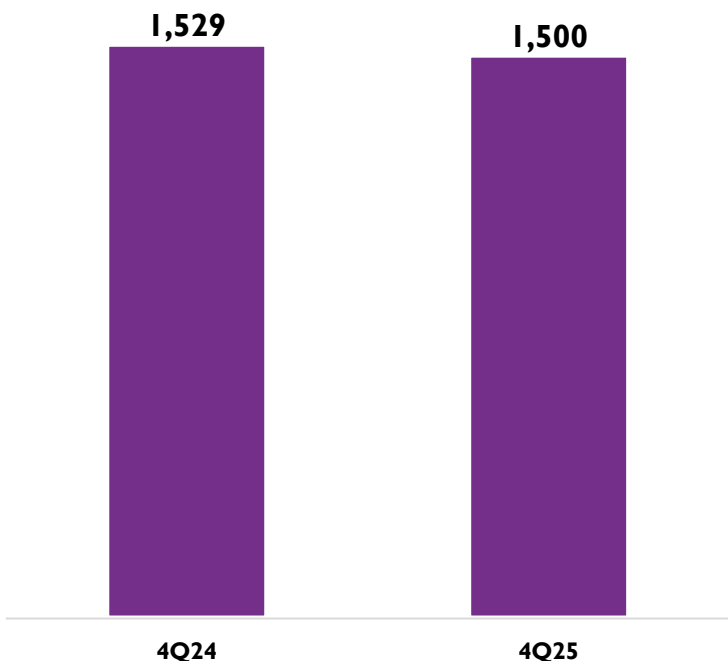
2 Gross of management incentives



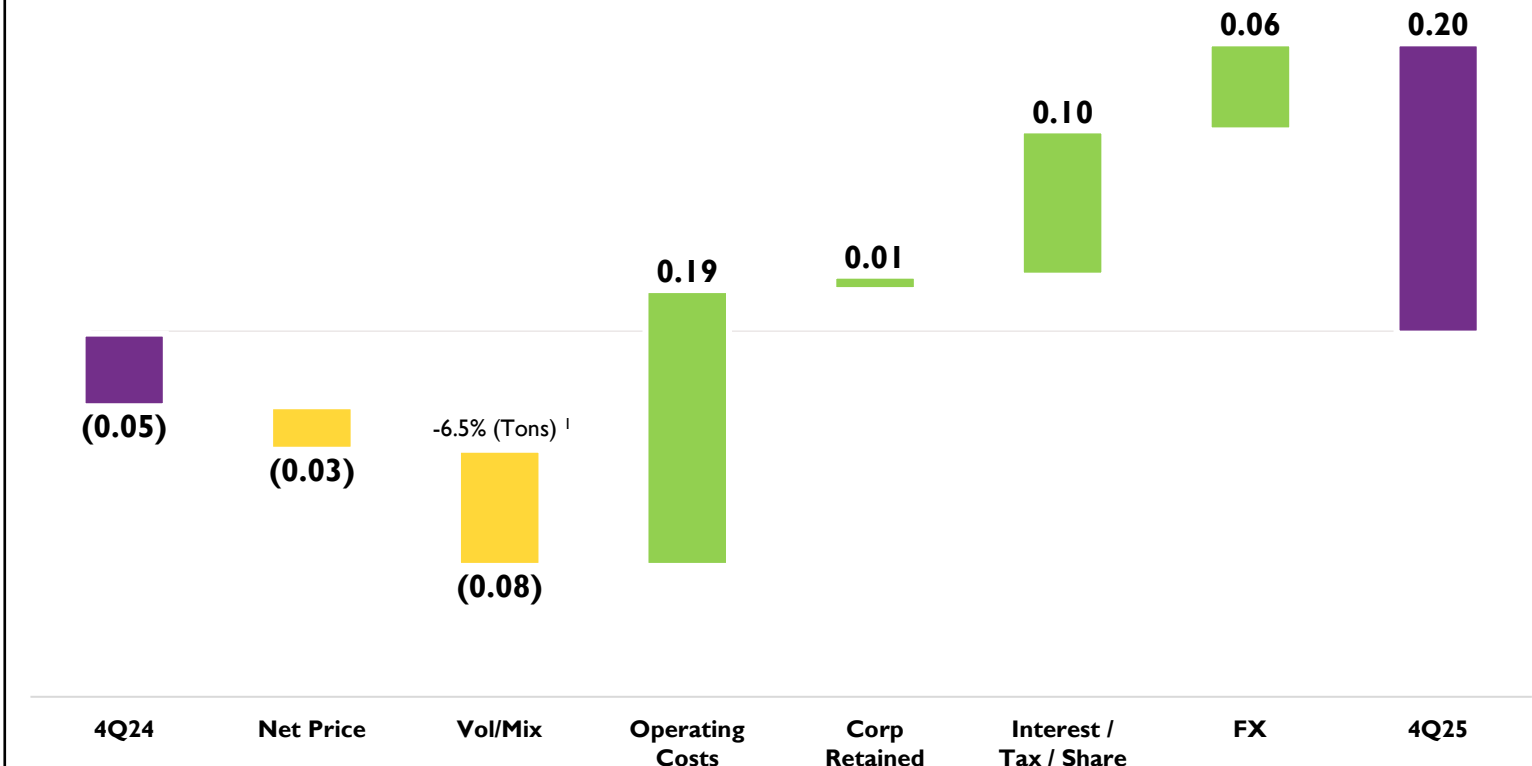
4Q25 PERFORMANCE

STABLE NET SALES AND SIGNIFICANTLY HIGHER ADJUSTED EARNINGS

NET SALES (\$M)



aEPS



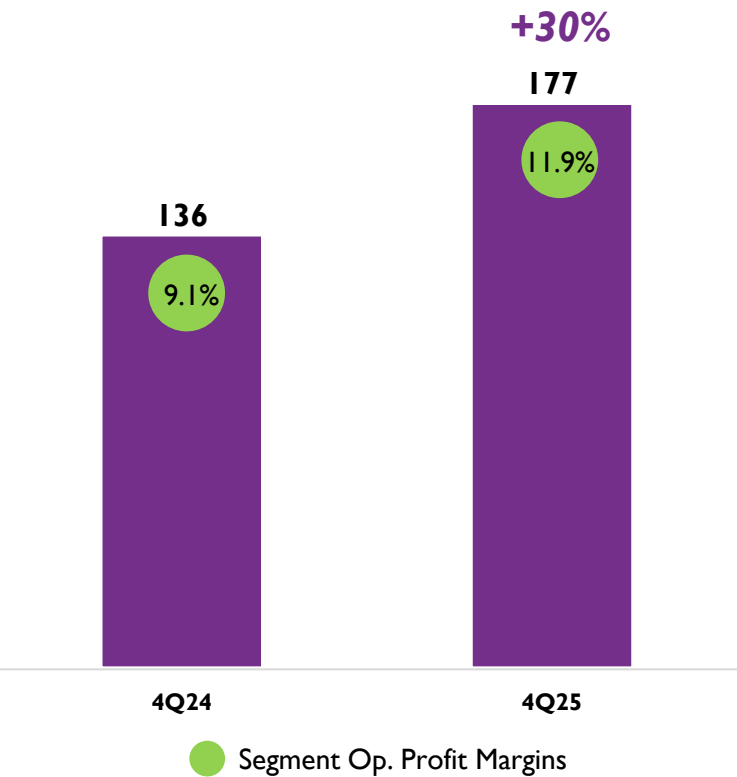
† Sales volume is on a comparable basis and excludes sales for both 4Q25 and 4Q24 related to a small operation divested in 4Q25
Further details in the appendix



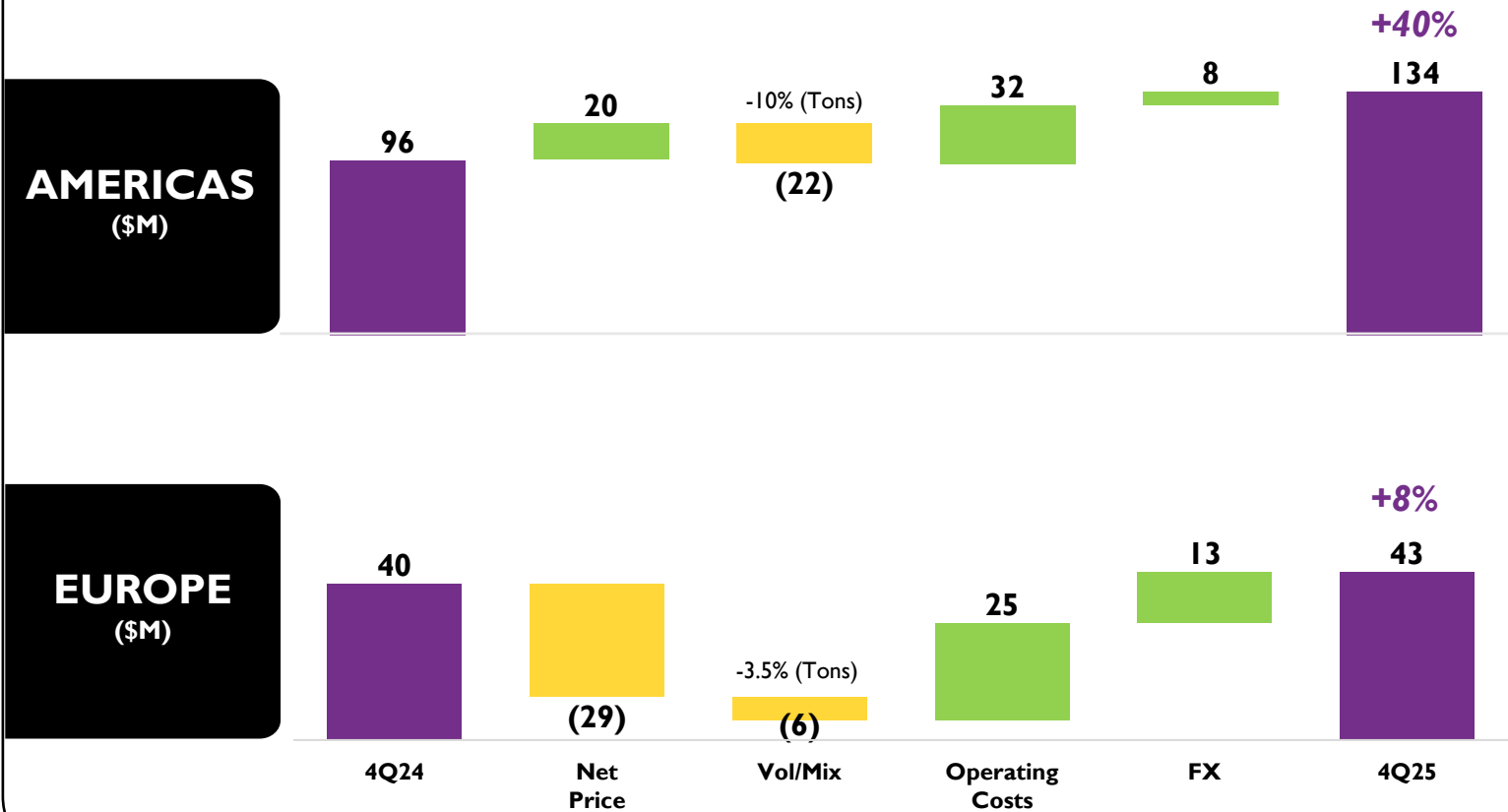
4Q25 SEGMENT OPERATING PROFIT

SEGMENT OPERATING PROFIT UP 30% WITH IMPROVEMENT IN BOTH AM AND EU

SEGMENT OPERATING PROFIT (\$M)



AM AND EU PERFORMANCE





HIGHER 2026 PERFORMANCE

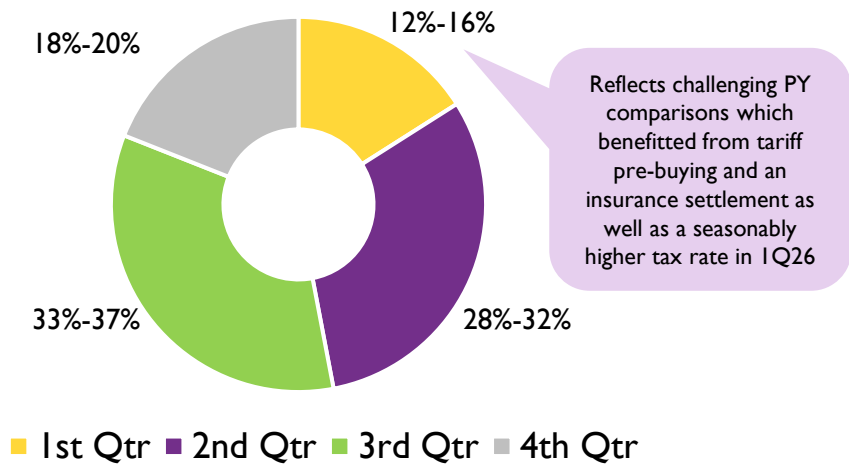
BUILDING ON STRONG MOMENTUM LED BY FIT TO WIN EXECUTION

2026 GUIDANCE

KEY FINANCIAL MEASURES

	2025	2026E
aEBITDA (\$M)	\$1,218	\$1,250 - \$1,300
aEPS (per share) ¹	\$1.60	\$1.65 - \$1.90
FCF (\$M)	\$168	~ \$200
LEVERAGE RATIO	3.5x	Low 3x

ESTIMATED QUARTERLY ALLOCATION OF aEPS



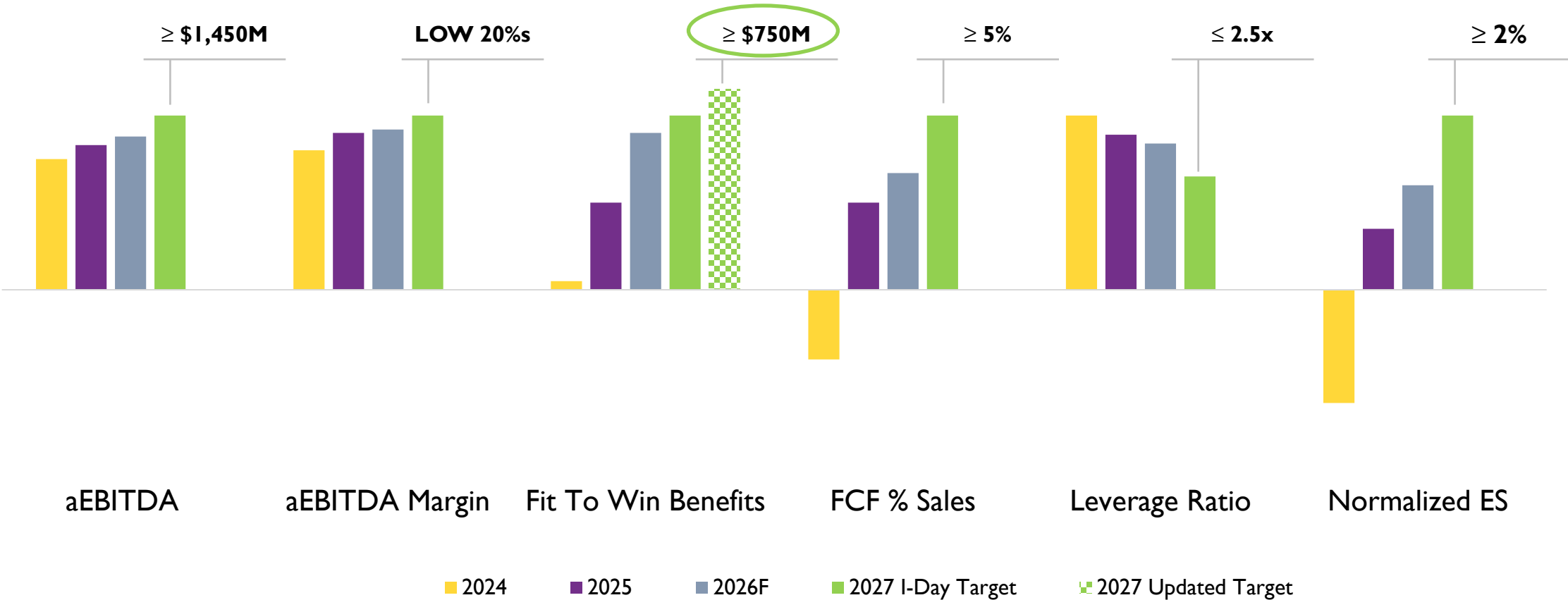
¹ Assumes effective tax rate of 30% - 33%
Further details in the appendix



SOLID PROGRESS TOWARDS INVESTOR DAY TARGETS

REAFFIRM 2027 INVESTOR DAY TARGETS AND INCREASING 3-YEAR F2W BENEFIT TARGET

PROGRESS TOWARDS 2027 I-DAY GOALS





CONCLUSION

ENABLING FUTURE SHAREHOLDER VALUE

10



STRONG 2025 PERFORMANCE



FIT TO WIN EXCEEDED TARGETS



BUILDING ON STRONG MOMENTUM

DELIVERING ON INVESTOR DAY OBJECTIVES

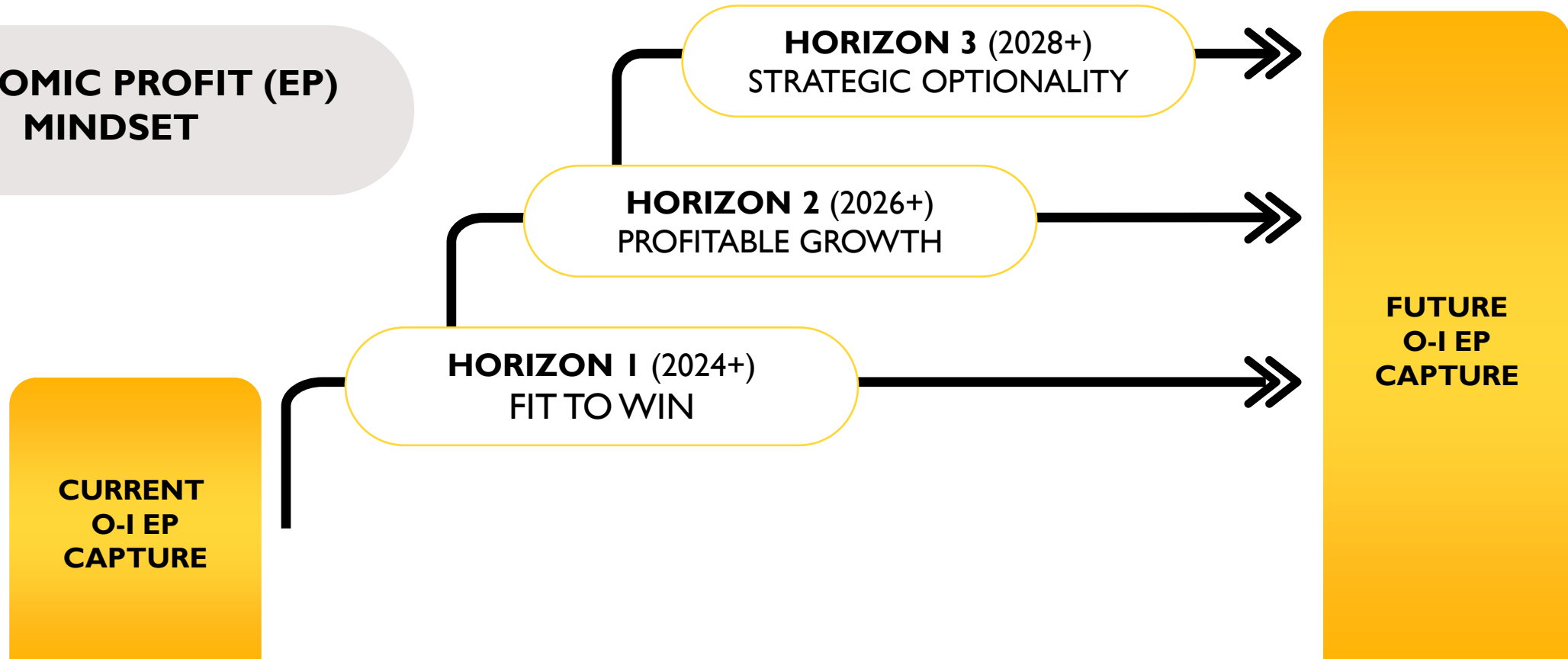
- ✓ **STABLE TOPLINE**
- ✓ **IMPROVING QUALITY OF REVENUE**
- ✓ **STRONG FIT TO WIN BENEFITS**
- ✓ **STREAMLINED, SIMPLIFIED ORGANIZATION**
- ✓ **MORE COST COMPETITIVE OPERATIONS**
- ✓ **IMPROVING MARGINS AND EARNINGS**
- ✓ **HIGHER FCF**
- ✓ **HEALTHY BALANCE SHEET**
- ✓ **HIGHER ECONOMIC PROFIT**



APPENDIX



ECONOMIC PROFIT (EP) MINDSET



FIT TO WIN:

Radically reduce total enterprise costs and optimize entire network and value chain

PROFITABLE GROWTH:

Leverage more competitive position to drive future profitable growth with winning customers

STRATEGIC OPTIONALITY:

Grow the business through geographic expansion, JVs, partnerships and capability M&A, as well as consistently return capital to shareholders



SUMMARY FINANCIAL RESULTS: FY25 VS FY24

13

NET SALES, SEGMENT OPERATING PROFIT, AND aEPS RECONCILIATIONS

\$M except EPS and %	NET SALES				SEGMENT OPERATING PROFIT			aEPS
	AMERICAS	EUROPE	CORP	TOTAL	AMERICAS	EUROPE	TOTAL	
FY24	\$ 3,584	\$ 2,820	\$ 127	\$ 6,531	\$392	\$356	\$748	\$0.81
% Margin					10.9%	12.6%	11.7%	
FX	(22)	134	-	112	(9)	23	14	0.05
SUBTOTAL	\$ 3,562	\$2,954	\$127	\$6,643	\$384	\$379	\$762	\$0.86
% Margin					10.8%	12.8%	11.7%	
Price / Net price (incl. cost inflation)	136	(150)	-	(14)	41	(106)	(65)	(0.27)
Volume and mix	(57)	(115)	(31)	(203)	(15)	(26)	(41)	(0.15)
Sales Vol (KT) vs PY	-2.5%	-3.0%		-2.5%				
Operating costs (excl. cost inflation)	-	-	-	-	140	50	190	0.76
Retained corporate costs	-	-	-	-	-	-	-	0.11
Interest expense, net / NCI	-	-	-	-	-	-	-	(0.02)
Change in tax rate (33.3% aETR vs 48.8% PY)	-	-	-	-	-	-	-	0.31
Share count	-	-	-	-	-	-	-	-
FY25	\$ 3,641	\$ 2,689	\$ 96	\$ 6,426	549	297	846	\$1.60
% Margin					15.1%	11.0%	13.4%	

COST BREAKDOWN

Fav (Unfav)	Operating Costs			Corp Retained	TOTAL
	AM	EU	Total		
Fit To Win Benefits	141	97	238	62	300
Temporary Curtailments	(14)	(35)	(49)	-	(49)
JV Performance	17	(10)	7	-	7
Other, Net (incl. Incentives, Insurance & CO2)	(4)	(2)	(6)	(36)	(42)
Total Costs - \$M	140	50	190	26	216
Total Costs - aEPS			0.76	0.11	0.87



SUMMARY FINANCIAL RESULTS: 4Q25 VS 4Q24

14

NET SALES, SEGMENT OPERATING PROFIT, AND aEPS RECONCILIATIONS

\$M except EPS and %	NET SALES				SEGMENT OPERATING PROFIT			aEPS
	AMERICAS	EUROPE	CORP	TOTAL	AMERICAS	EUROPE	TOTAL	
4Q24	\$ 891	\$ 604	\$ 34	\$ 1,529	\$96	\$40	\$136	(\$0.05)
% Margin					10.8%	6.7%	9.1%	
FX	50	56	-	106	8	13	21	0.06
SUBTOTAL	\$ 941	\$660	\$34	\$1,635	\$104	\$53	\$157	\$0.01
% Margin					11.1%	8.0%	9.8%	
Price / Net price (incl. cost inflation)	38	(38)	-	-	20	(29)	(9)	(0.03)
Volume and mix	(94)	(28)	(13)	(135)	(22)	(6)	(28)	(0.08)
Sales Vol (KT) vs PY	-10.0%	-3.5%		-6.5%				
Operating costs (excl. cost inflation)	-	-	-	-	32	25	57	0.19
Retained corporate costs	-	-	-	-	-	-	-	0.01
Interest expense, net / NCI	-	-	-	-	-	-	-	-
Change in tax rate (46.2% dETR vs 117.4% PY)	-	-	-	-	-	-	-	0.10
Share count	-	-	-	-	-	-	-	-
4Q25	\$ 885	\$ 594	\$ 21	\$ 1,500	134	43	177	\$0.20
% Margin					15.1%	7.3%	12.0%	

COST BREAKDOWN

Fav (Unfav)	Operating Costs			Corp	
	AM	EU	Total	Retained	TOTAL
Fit To Win Benefits	50	18	68	12	80
Temporary Curtailments	(18)	16	(2)	-	(2)
JV Performance	12	(5)	7	-	7
Other, Net (incl. Incentives, Insurance & CO2)	(12)	(4)	(16)	(8)	(24)
Total Costs - \$M	32	25	57	4	61
Total Costs - aEPS			0.19	0.01	0.20



2026 KEY GUIDANCE ASSUMPTIONS AND SENSITIVITIES

15

2026 BUSINESS DRIVERS

2026 vs 2025

BUSINESS DRIVER	▲ Fav ▼ Unfav	2026 COMMENTS
aEBITDA	▲	\$1.25B - \$1.30B
Sales Volume	►/▼	~ Flat to down, may exit some unprofitable business
Net Price	▼	~ \$50M headwind; ≤ 1% gross price, LSD cost inflation
Energy Reset	▼	~ \$150M as reset fav EU energy contracts expiring Dec '25
Operating Costs/ Corp Retained Costs	▲	≥ \$275M F2W benefit ~ \$20M - \$30M headwind as reduce IDS
FX	▲	~ \$10-\$15 tailwind @ 1/31/26 rates
aEPS	▲	\$1.65 - \$1.90/sh
Interest Expense	►	~ \$335M - \$350M
Adjusted ETR	▲	~ 30% - 33%
FCF	▲	~ \$200M
aEBITDA	▲	\$1.25B - \$1.30B (D&A of \$490 - \$500M)
CapEx	►/▼	~ \$450M
Working Capital	►	Lower IDS net of AR growth as sales impv 2H26
Restructuring	►/▼	≤ \$150M
Taxes/Interest	►	Taxes ~ \$110M; Interest ~ \$330M
Other	►/▼	\$25M - \$50M Incentive payments and returnable packaging
LEVERAGE RATIO	▲	Low-3x by FYE26

SENSITIVITIES & FX

APPROXIMATE EPS SENSITIVITY TO 1% CHANGE IN ANNUAL 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

FX RATE ASSUMPTIONS AND APPROXIMATE ANNUAL IMPACT ON EPS FROM 10% FX CHANGE

FX ASSUMPTIONS

	31-Jan 2026	AVG 4Q25	AVG 4Q24
EUR	1.19	1.16	1.06
MXN	17.46	18.30	20.43
BRL	5.26	5.40	5.98
COP	3,674	3,791	4,410

FX EPS SENSITIVITY TO 10% CHANGE

EUR	0.15
MXN	0.06
BRL	0.02
COP	0.02



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, free cash flow as percentage of net sales, adjusted effective tax rate, net debt, net debt leverage, EBITDA, adjusted EBITDA, segment operating profit, segment operating profit margin, economic profit, economic spread, normalized economic profit and normalized 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 refers to total debt less cash. Net debt leverage refers to net debt 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 (ES) refers to economic profit divided by the Company's average invested capital. Normalized economic profit (NEP) refers to net earnings (loss) attributable to the Company, excluding interest expense, net and items not considered representative of ongoing operations (excluding interest expense, net), minus the product of the Company's average invested capital and its long-term normalized weighted average cost of capital. Normalized economic spread percentage (NES) refers to NEP 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, normalized economic profit, normalized 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 (FCF) relates to cash provided by operating activities less cash payments for property, plant and equipment. Free cash flow as a percentage of net sales is calculated as FCF divided by net sales. 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.

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



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 December 31		Year ended December 31	
	2025	2024	2025	2024
Net loss attributable to the Company	\$ (138)	\$ (155)	\$ (129)	\$ (106)
Items impacting equity earnings				
Equity investment impairment		\$ 25		25
Restructuring, asset impairment and other charges				2
Items impacting other income (expense), net:				
Restructuring, asset impairment and other charges	191	123	443	204
Legacy environmental charge			4	11
Loss (gain) on sale of miscellaneous assets	2	(5)	(5)	(6)
Pension settlement and curtailment charges	5	5	5	5
Items impacting interest expense:				
Charges for note repurchase premiums and write-off of deferred finance fees and related charges			7	2
Items impacting income tax:				
European investment tax incentive			(22)	
Deferred tax benefits			(21)	
Net benefit for income tax on items above	(35)	(2)	(38)	(11)
Items impacting net earnings attributable to noncontrolling interests:				
Net impact of noncontrolling interests on items above	5	1	5	1
Total adjusting items (non-GAAP)	<u>\$ 168</u>	<u>\$ 147</u>	<u>\$ 378</u>	<u>\$ 233</u>
Adjusted earnings (loss) (non-GAAP)	<u>\$ 30</u>	<u>\$ (8)</u>	<u>\$ 249</u>	<u>\$ 127</u>
Diluted average shares (thousands)	<u>152,946</u>	<u>154,040</u>	<u>153,552</u>	<u>154,552</u>
Net loss attributable to the Company (diluted)	<u>\$ (0.90)</u>	<u>\$ (1.00)</u>	<u>\$ (0.84)</u>	<u>\$ (0.69)</u>
Adjusted earnings (loss) per share (non-GAAP) (a)	<u>\$ 0.20</u>	<u>\$ (0.05)</u>	<u>\$ 1.60</u>	<u>\$ 0.81</u>

(a) For purposes of computing adjusted earnings per share, the diluted average shares (in thousands) are 157,263 for the year ended December 31, 2024.

For purposes of computing adjusted earnings per share, the diluted average shares (in thousands) are 154,892 for the three months ended December 31, 2025.

For purposes of computing adjusted earnings per share, the diluted average shares (in thousands) are 155,275 for the year ended December 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 December 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: FY25 VS. FY24

FY25 PRICE, SALES VOLUME AND CURRENCY IMPACT ON REPORTABLE SEGMENT SALES

(\$ millions)

	Year ended December 31		
	Americas	Europe	Total
Net sales for reportable segments- 2024	\$ 3,584	\$ 2,820	\$ 6,404
Effects of changing foreign currency rates ^(a)	(22)	134	112
Price	136	(150)	(14)
Sales volume & mix	(57)	(115)	(172)
Total reconciling items	57	(131)	(74)
Net sales for reportable segments- 2025	\$ 3,641	\$ 2,689	\$ 6,330

FY25 PRICE, SALES VOLUME, OPERATING COSTS AND CURRENCY IMPACT ON REPORTABLE SEGMENT OPERATING PROFIT

	Year ended December 31		
	Americas	Europe	Total
Segment operating profit - 2024	\$ 392	\$ 356	\$ 748
Effects of changing foreign currency rates ^(a)	(9)	23	14
Net price (net of cost inflation)	41	(106)	(65)
Sales volume & mix	(15)	(26)	(41)
Operating costs	140	50	190
Total reconciling items	157	(59)	98
Segment operating profit - 2025	\$ 549	\$ 297	\$ 846

(a) Currency effect on net sales and segment operating profit determined by using 2025 foreign currency exchange rates to translate 2024 local currency results.



SEGMENT RECONCILIATIONS: 4Q25 VS. 4Q24

4Q25 PRICE, SALES VOLUME AND CURRENCY IMPACT ON REPORTABLE SEGMENT SALES

(\$ millions)

	Three months ended December 31		
	Americas	Europe	Total
Net sales for reportable segments- 2024	\$ 891	\$ 604	\$ 1,495
Effects of changing foreign currency rates ^(a)	50	56	106
Price	38	(38)	-
Sales volume & mix	(94)	(28)	(122)
Total reconciling items	(6)	(10)	(16)
Net sales for reportable segments- 2025	\$ 885	\$ 594	\$ 1,479

4Q25 PRICE, SALES VOLUME, OPERATING COSTS AND CURRENCY IMPACT ON REPORTABLE SEGMENT OPERATING PROFIT

	Three months ended December 31		
	Americas	Europe	Total
Segment operating profit - 2024	\$ 96	\$ 40	\$ 136
Effects of changing foreign currency rates ^(a)	8	13	21
Net price (net of cost inflation)	20	(29)	(9)
Sales volume & mix	(22)	(6)	(28)
Operating costs	32	25	57
Total reconciling items	38	3	41
Segment operating profit - 2025	\$ 134	\$ 43	\$ 177

(a) Currency effect on net sales and segment operating profit determined by using 2025 foreign currency exchange rates to translate 2024 local currency results.

Unaudited (\$ millions)	Three months ended December 31		Year ended December 31	
	2025	2024	2025	2024
Net sales:				
Americas	\$ 885	\$ 891	\$ 3,641	\$ 3,584
Europe	594	604	2,689	2,820
Reportable segment totals	1,479	1,495	6,330	6,404
Other	21	34	96	127
Net sales	<u>\$ 1,500</u>	<u>\$ 1,529</u>	<u>\$ 6,426</u>	<u>\$ 6,531</u>
Earnings (loss) before income taxes	\$ (133)	\$ (125)	\$ (49)	\$ 38
Items excluded from segment operating profit:				
Retained corporate costs and other	28	30	107	134
Items not considered representative of ongoing operations ^(a)	198	148	447	241
Interest expense, net	84	83	341	335
Segment operating profit ^(b) :	<u>\$ 177</u>	<u>\$ 136</u>	<u>\$ 846</u>	<u>\$ 748</u>
Americas	\$ 134	\$ 96	\$ 549	\$ 392
Europe	43	40	297	356
Reportable segment totals	<u>\$ 177</u>	<u>\$ 136</u>	<u>\$ 846</u>	<u>\$ 748</u>
Ratio of earnings before income taxes to net sales	-8.9%	-8.2%	-0.8%	0.6%
Segment operating profit margin ^(c) :				
Americas	15.1%	10.8%	15.1%	10.9%
Europe	7.2%	6.6%	11.0%	12.6%
Reportable segment margin totals	<u>11.9%</u>	<u>9.1%</u>	<u>13.4%</u>	<u>11.7%</u>

(a) Reference reconciliation for adjusted earnings.

(b) Segment operating profit consists of consolidated earnings before interest income, interest expense, net, 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 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.

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



RECONCILIATION TO ADJUSTED EBITDA AND ADJUSTED EBITDA MARGIN

(\$ millions)	Quarter End				Year End	Quarter End				Year End
	31-Mar-24	30-Jun-24	30-Sep-24	31-Dec-24	31-Dec-24	31-Mar-25	30-Jun-25	30-Sep-25	31-Dec-25	31-Dec-25
Net earnings (loss)	\$ 76	\$ 62	\$ (76)	\$ (150)	\$ (88)	\$ (12)	\$ 1	\$ 37	\$ (128)	\$ (103)
Interest expense, net	78	87	87	83	335	81	85	91	84	341
Provision for income taxes	41	42	19	25	126	30	6	21	(5)	54
Depreciation	99	99	102	95	395	94	95	98	104	391
Amortization of intangibles	23	24	22	22	91	21	22	22	23	88
EBITDA (non-GAAP)	317	314	154	75	859	214	209	269	78	771
Items not considered representative of ongoing operations	-	10	83	148	241	80	108	60	198	447
Adjusted EBITDA (non-GAAP)	<u>\$ 317</u>	<u>\$ 324</u>	<u>\$ 237</u>	<u>\$ 223</u>	<u>\$ 1,100</u>	<u>\$ 294</u>	<u>\$ 317</u>	<u>\$ 329</u>	<u>\$ 276</u>	<u>\$ 1,218</u>
Net Sales					\$ 6,531					\$ 6,426
aEBITDA Margin					16.8%					19.0%

For the periods ending after December 31, 2025, the Company is unable to present a quantitative reconciliation of its forward-looking non-GAAP measure, adjusted EBITDA and adjusted EBITDA margin, to its most directly comparable U.S. GAAP financial measure, net earnings (loss) 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 (loss) 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 NET DEBT LEVERAGE RATIO

Unaudited (\$ millions)	Year Ended December 31, 2025	Year Ended December 31, 2024
Net Loss	\$ (103)	\$ (88)
Interest expense (net)	341	335
Provision for income taxes	54	126
Depreciation	391	395
Amortization of intangibles	88	91
EBITDA	771	859
Items not considered representative of ongoing operations	447	241
Adjusted EBITDA (non-GAAP)	<u>\$ 1,218</u>	<u>\$ 1,100</u>
Total debt	\$ 4,999	\$ 4,969
Less cash	759	734
Net debt (non-GAAP)	<u>\$ 4,240</u>	<u>\$ 4,235</u>
Net debt leverage ratio (Net debt divided by Adjusted EBITDA)	<u>3.5</u>	<u>3.9</u>

For the years ending after 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, 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.



ECONOMIC PROFIT AND SPREAD RECONCILIATION

NORMALIZED ECONOMIC PROFIT AND SPREAD RECONCILIATION

(\$ millions)	EP and ES		Normalized EP and ES	
	2024	2025	2024	2025
Net earnings (loss) attributable to the Company	(106)	(129)	(106)	(129)
Interest expense, net	335	341	335	341
Items not considered representative of ongoing operations (excluding interest expense, net)	-	-	231	371
Net operating profit after tax (NOPAT)	229	212	460	583
Short-term debt	416	162	416	162
Long-term debt	4,553	4,837	4,553	4,837
Share owners equity	1,205	1,445	1,205	1,445
Total invested capital	6,174	6,444	6,174	6,444
Average invested capital (AIC)	6,432	6,309	6,432	6,309
Weighted average cost of capital (WACC) ^(a)	5.7%	6.3%	8.5%	8.5%
ROIC (NOPAT / AIC)	3.6%	3.4%	7.2%	9.2%
Capital charge (CC = AIC x WACC)	366	398	547	536
Economic profit (EP = NOPAT - CC)	(137)	(186)	(87)	47
Economic spread % (EP / AIC)	-2.1%	-2.9%	-1.3%	0.7%

(a) For EP and ES, WACC is calculated internally each period.

For Normalized EP and ES, a WACC of 8.5% is used which the Company believes represents a long-term normalized rate.

For the years ending after December 31, 2025, the Company is unable to present a quantitative reconciliation of its forward-looking non-GAAP measures, economic profit, economic spread, normalized economic profit and normalized economic spread to its most directly comparable U.S. GAAP financial measure, net earnings (loss) 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 (loss) 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 ADJUSTED EFFECTIVE TAX RATE

(\$ millions)	Three Months Ended December 31, 2025	Three Months Ended December 31, 2024	Year Ended December 31, 2025	Year Ended December 31, 2024
Earnings before income taxes (A)	\$ (133)	\$ (125)	\$ (49)	\$ 38
Items management considers not representative of ongoing operations and other adjustments	198	148	454	243
Adjusted Earnings before income taxes (C)	<u>\$ 65</u>	<u>\$ 23</u>	<u>\$ 405</u>	<u>\$ 281</u>
Provision for income taxes (B)	\$ 5	\$ (25)	\$ (54)	\$ (126)
Tax items management considers not representative of ongoing operations and other adjustments	(35)	(2)	(81)	(11)
Adjusted provision for income taxes (D)	<u>\$ (30)</u>	<u>\$ (27)</u>	<u>\$ (135)</u>	<u>\$ (137)</u>
Effective Tax Rate (B)/(A)	<u>3.8%</u>	<u>-20.0%</u>	<u>-110.2%</u>	<u>331.6%</u>
Adjusted Effective Tax Rate (D)/(C)	<u>46.2%</u>	<u>117.4%</u>	<u>33.3%</u>	<u>48.8%</u>

The Company is unable to present a quantitative reconciliation of its forward-looking non-GAAP measure, adjusted effective tax rate, for the years ending after 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 FCF AND FCF AS PERCENTAGE OF SALES

(\$ millions)

	Previous Forecast for Year Ended December 31, 2025	Year Ended December 31, 2025	Year Ended December 31, 2024	Forecast for Year Ended December 31, 2026
Cash provided by operating activities	\$ 600	\$ 600	\$ 489	\$ 650
Cash payments for property, plant and equipment	(400 to 450)	(432)	(617)	(450)
Free cash flow (non-GAAP)	<u>\$ 150 to 200</u>	<u>\$ 168</u>	<u>\$ (128)</u>	<u>\$ 200</u>
Net Sales		\$ 6,426	\$ 6,531	
FCF% of Sales		2.6%	-2.0%	

The Company is unable to present a quantitative reconciliation of its forward-looking non-GAAP measures, free cash flow, for all periods after 2026 and for free cash flow as a percentage of net sales, for all periods after December 31, 2025 to its most directly comparable U.S. GAAP financial measure, cash provided by 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 operating activities and cash spent on property, plant and equipment, as well as items that would be excluded from cash provided by operating activities. The variability of these excluded items and other components of cash provided by operating activities may have a significant, and potentially unpredictable, impact on the Company's future financial results.