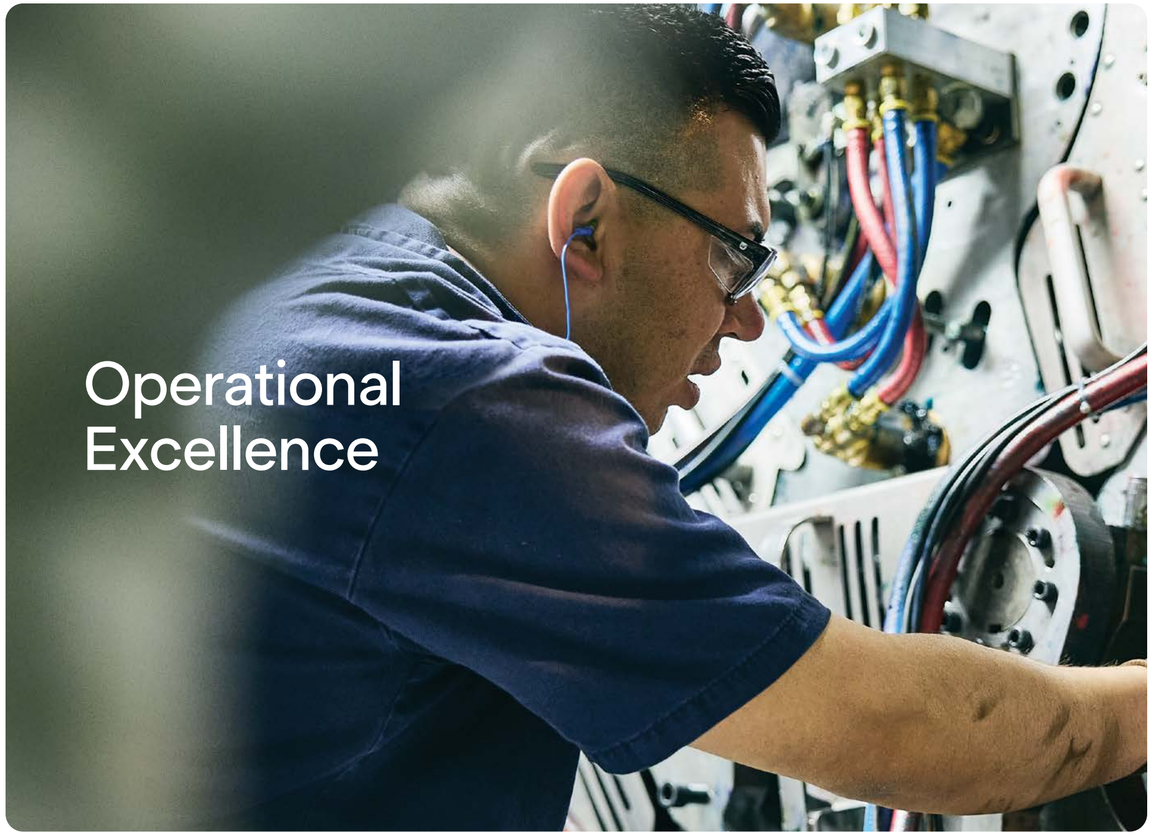


Operational Excellence

Ball's approach to operational excellence defines how we drive standardization, efficiency and continuous improvement across our global operations.

Through our Ball Operational Excellence (BOE) programs, we standardize best practices, simplify work and scale solutions that enhance quality, reduce waste and deliver results at every level of our business. We take a systematic approach to identifying and improving global standards, leveraging the best ideas from across our plants, regions and teams.

BOE starts with our people — our operators, subject matter experts and leaders who understand what works best in our plants and supply chain. We build on proven local and regional practices to define global standards that improve safety and enhance performance. As we continue learning and innovating, we raise the global standard, accelerating improvements across Ball's operations.

By empowering our teams to drive improvements, we enhance safety, quality and consistency while removing cost and waste from our operations. Investing in the teams who lead our production workforce, we offer Pathway, a technical standardized training that will significantly shorten the time required to develop world-class can makers.

Through BOE, we are simplifying work, strengthening execution and unlocking operational efficiencies that will deliver approximately $500 million in gross aluminum packaging cost savings between 2024 and 2027.

BOE Best Practice Sharing

Our Ball plants in Belgrade, Serbia, and Sri City, India, installed more efficient pumps, reducing washer-operation energy intensity by 30%. Our Sri City and Taloja plants in India also replaced gas boilers with electric heat pumps to take advantage of more favorable electricity prices, furthering our journey toward electrification and reduction of our carbon footprint in India.

In South America, our Brasília plant set a new benchmark for the quality of our customer service operations in 2024, achieving zero customer complaints for the year. The team introduced new processes, operator training and used statistical process control to identify preventive actions and contain defects.

Energy & Water Intensity

As part of our commitment to resource efficiency, Ball continues to make a sustained effort to improve the energy and water intensity of our global manufacturing operations. We achieve these efficiencies by upgrading equipment and streamlining our manufacturing processes, all of which are further enhanced by our focus on improving operational data collection and analysis.

In 2024, 11 Ball plants across North and Central America (NCA) implemented a network-wide project to install variable frequency drives (VFDs), optimizing motor performance while aligning with industry best practices and Ball's latest global standard.

The VFDs reduce motor speeds on washer pumps, oven blowers, line-control and necker motors. Reducing speeds by 10% decreases power usage by 27% without impacting operations.

Four NCA plants installed new valves on bodymakers to reduce point-of-use air intensity. The valves reduce the amount of time air has to be applied, reduce quality defects and lower the air pressure needed to complete the process. The project has reduced energy intensity by 3.7% at those facilities.

In Italy, Ball's Nogara plant continues to set the pace for energy-saving innovations. In 2024 they adjusted vacuum-pump modulation, installed low-pressure compressors and improved line control and energy monitoring.

Over the past five years, these initiatives contributed to a reduced electricity intensity by 22% at the Nogara plant.

In South America, Ball plants in Brasília, Extrema, Jacarei, Recife and Paraguay installed gas pressure stabilizing valves on our oven gas trains. The valves ensure stable and optimal pressure throughout the oven's power range, reducing energy intensity by 3–5%.

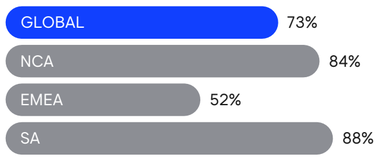
Our plant in Aguas Claras, Brazil analyzed reverse-osmosis wastewater and determined it was of high enough quality to be reused as coolant without causing scaling or erosion. The project reduced water intensity by 20%.

Overall, Ball reduced the energy intensity of its global beverage manufacturing operations by 1.8% in 2024, compared to 2023. These improvements create cost savings for Ball, while also reducing the carbon intensity of our operations and products. As we continue to share best practices and refine our global standards through BOE, we will unlock even greater efficiencies across our operations.

Renewable Electricity

In 2024, Ball grew its global renewable electricity coverage from 60% to 73%. This was driven by significant progress in South America where Brazil's manufacturing electricity consumption is now covered 100% (both Global Beverage and Personal and Home Care). In addition, Personal and Home Care manufacturing is now covered 50% globally. Ball has also maintained 100% coverage for the United States beverage manufacturing, and 53% coverage for EMEA beverage manufacturing. Ball continues to rely on its virtual power purchase agreements (VPPAs) to generate the majority of its renewable electricity to ensure additionality into the global energy grid.

2024 Renewable Electricity Coverage for All Operations



Recycled Content

One key lever for lowering the carbon intensity of our products is to increase the recycled content in the aluminum we use. In 2024, Ball increased the percentage of recycled content in its beverage packaging across every operating region (see table below). In 2024, 74% of the aluminum used by our Global Beverage Packaging business came from recycled sources, up from 70% in 2023.

In addition, we continue to innovate aluminum alloys to allow for higher recycled content cans. Can ends traditionally were manufactured with a different alloy than the can body, as that component has particular design requirements. This has previously limited how much recycled content we can get into a can. Now, Ball has helped develop a uni-alloy solution which leverages the same alloy for the can body and the end, allowing for the possibility of much higher recycled content in our products. This consolidation to a single alloy also reduces operational challenges for our rolling mills as well as the carbon intensity of our can products.

2024 Beverage Packaging Recycled Content

Making 100% Recycled Content a Reality for Aerosol Cans

Beiersdorf

Ball has a long-term strategic partnership with Beiersdorf, a global customer and the parent company of one of the most prominent personal care brands, Nivea. Sustainability is a core focus for Beiersdorf, which is why Ball was selected as a packaging supplier to co-develop one of the most sustainable aerosol cans on the market.

The journey began with another Beiersdorf brand, 8x4, in 2021 with the launch of a 150ml customized can made from ReAl® with a 25% mix of post-consumer recycled materials. Today in Europe, we offer this can shape in 100% post-consumer recycled (PCR) material, as well as in the second-generation lightweight ReAl®, featuring full-layer wide packaging and BPA-free coatings. We are steadfast in our work to expand this offering in other regions and continue to push the boundaries of lightweighting and other sustainability advancements.

Through ongoing projects, we aim to drive further innovation and meet the evolving sustainability demands of both customers and end consumers. Beiersdorf considers Ball a key partner for sustainability inquiries within the aluminum sector, recognizing our expertise and leadership as one of the largest aluminum packaging manufacturers. With our global footprint, we can effectively help Beiersdorf achieve sustainability targets worldwide, reinforcing our position as one of their preferred suppliers.

"Ball's aluminum aerosol can is key to our sustainability efforts, supporting Beiersdorf to reduce CO_2e emissions in Scope 3 significantly. Ball ensures a steady supply of recycled material, is a driver for lightweighting using innovative alloy and exploits possibilities of using aluminum made with renewable energy. For us, collaboration is key to reduce our environmental footprint, as our biggest lever for decarbonization toward our net zero target 2045 are our supplier-based emissions in Scope 3."

– Kelvin Oecksler, Global Packaging Development, Beiersdorf

Metal Efficiency

We also lower the carbon intensity of our packaging through lightweighting—reducing the amount of aluminum we use while retaining its strength and function. In 2024, Ball saved 6,342 metric tons of aluminum through lightweighting. We continue to increase our use of lightweight STARcan designs, which reduce a can's weight and its carbon footprint by up to 8% compared to other beverage cans of the same size. STARcan volume increased to 56% of total can production last year, up from 40% in 2023. Our goal is to increase volume to 80% by 2030.

Ball's ReAl® alloy can contains up to 100% recycled content and is 30% lighter than a standard aluminum aerosol can. Globally, 70% of Ball's personal and home care production was made using our lightweight ReAl® alloy in 2024, up from 66% in 2023.

We began our ReAl® journey with Gen 1. Now we're advancing with Gen 2, which allows for further lightweighting while preserving packaging strength and performance. The ReAl® Gen 2 can represents a significant step forward in our ongoing efforts to develop lighter, more sustainable packaging solutions and we are optimistic about the impact it will have on the beauty care industry.

Lightweight Application

ReAl®: Soffie & Henkel

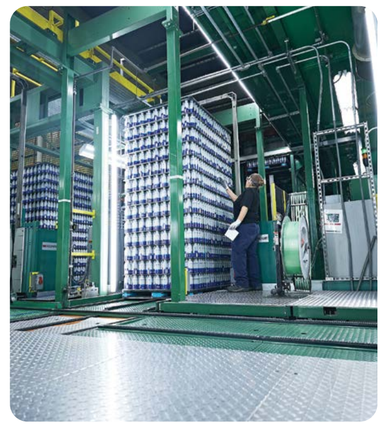
Using the ReAl® Gen 1 alloy, Ball's research and development team redesigned the 'Flower' brand of aerosol deodorants for Soffie, a Brazilian personal care company, removing 26% of the aluminum used in the can's wall. The final product packaging uses 12% less aluminum while delivering the aesthetics and performance consumers desire. Ball's lightweight ReAl® alloy is made with 50% recycled content and aluminum smelted using renewable energy sources, further reducing Soffie's carbon footprint. Furthermore, Volatile Organic Compound (VOC) emissions are reduced significantly at our Itupeva plant in Brazil, thanks to equipment that captures and destroys VOCs. Soffie's aerosol can received an award from the Brazilian Aerosol Association in the sustainability category.

We started with Gen 1 and have now completed its full evolution. As part of Ball's dedication to advancing sustainable packaging, the company developed ReAl® Gen 2—a proprietary alloy engineered to further lightweight aerosol cans while preserving strength and performance. This innovation responds to the growing sustainability needs of customers seeking to reduce their carbon footprint and optimize resource efficiency. Henkel, a global leader in home care and beauty products, implemented this technology in its 150ml aerosol body care brand 'Fa', making them the lightest impact-extruded cans in Europe. This achievement earned Henkel and Ball the Sustainable Innovation Award at the Global Aerosol & Dispensing Forum (ADF) at Paris Packaging Week 2025.

Aluminum Stewardship Initiative

Ball is a founding member of the Aluminum Stewardship Initiative (ASI), a global standards setting and certification organization whose goal is to make the aluminum industry more sustainable. ASI is a reliable way to make our customers' products truly aligned with governance, ethics, social responsibility and product stewardship values. At year-end 2024, over 90% of Ball plants are ASI-certified.

The percentage of aluminum we purchase from ASI-certified sustainable sources continues to increase. In 2024, 80% of the aluminum purchased by Ball came from fully ASI-certified rolling mills. In total, 27% of the aluminum Ball purchased was ASI-certified, up from 21% in 2023.



Material Health

Ball continues to improve the material health of our products, ensuring our packaging products meet the highest standards to protect human health and the environment. The Cradle-to-Cradle (C2C) Material Health Certification is a globally recognized product standard for ensuring that chemicals and materials used in the manufacturing process are selected to prioritize the protection of human health and the environment. The C2C certification gives confidence in the chemicals used in Ball products, including the coatings we use in our beverage cans.

As of year-end 2024, 93% of the coatings, inks and compounds Ball uses by volume were C2C Material Health certified and 85% were certified at silver or better.

Ball also continues to focus on phasing out internal Bisphenol-A (BPA) and external Perfluoroalkyl and Polyfluoroalkyl Substances (PFAS) coatings in its beverage packaging business. In 2024, 60% of Ball's inside spray purchased was BPA-NI compliant globally, compared to 58% in 2023. In addition, 55% of Ball's external coatings purchased were PFAS-NI globally, including 100% in NCA.

Safety

Safety is more than a priority at Ball, it's a value that we continue to strive for across our global footprint. Thanks to the leadership and commitment of all Ball employees in 2024, we achieved a 9% reduction in our total recordable incident rate (TRIR) to 1.21. This measures the rate of work-related injuries and illnesses among our employees. Our goal by 2030: a 1.12 TRIR, is a key milestone on our journey to create a safety culture where zero injuries is a reality.

Environment, health and safety (EHS) is a component of the BOE program, and we are standardizing and continuously improving our approach to safety training programs, audits and risk management initiatives globally. One example: in 2024, we introduced safety engagement stand-downs to our NCA plant operations. These quarterly events reinforced a culture of empowerment, where employees felt confident in identifying risks and addressing them proactively.

The safety stand-downs were some of our most impactful initiatives last year, and we plan to adopt them as a global standard. Safety engagement stand-downs utilize near-miss and injury trends and events that specifically address Ball's operational safety challenges.

We also continued our global focus on developing improved tools to address high-risk areas of our operations, such as lockout/tagout, machine guarding, forklift/pedestrian safety, chemical handling, fall protection and confined space. Toolkits for these activities provide clear guidelines, risk assessments and best practices to equip employees with the knowledge and resources they need to work safely.

Key EHS initiatives included targeted safety campaigns to address key risks, such as the "5 Key Safety Behaviors" campaign "Slips, Trips and Falls" campaign and "Hand Safety" campaign. These campaigns focused on actions that all team members could take around hazard awareness and safe work practices, while also reinforcing the use of available personal protective equipment and following established work procedures to prevent incidents and injuries.

By prioritizing employee health and safety at Ball, we continue to uphold our goals of reducing incidents and maintaining a safe and productive working environment. As we standardize our approach globally, we will continue our efforts to drive toward a world-class safety culture in 2025 and beyond.

Reducing Transportation Emissions

Ball has implemented a breakthrough fuel program across NCA, improving fuel efficiency and reducing freight costs by leveraging scale and optimizing routing. By taking advantage of bulk fuel purchasing and the lightweight nature of our products, we have been able to drive greater mileage efficiency.

Climate Transition Plan

In 2023, we charted our decarbonization pathway with the ambition of achieving net zero emissions before 2050, effectively supporting our customers' sustainability and growth targets. We also outlined that collaboration across our value chain is essential to realizing a fully circular aluminum beverage packaging system.

Two years later, 2030 remains a key milestone on the path to net zero. We have a clear vision of where we want to be by then, which is to achieve an absolute greenhouse gas (GHG) emission reduction of 55% compared to 2017 levels. The targets, pathways and timelines to achieve net zero emissions between 2040–2050 remain unchanged and align with the guiding principles that we embraced in 2023:

- An ambition which delivers significant near- and medium-term emission reductions
- Credibility through science-based targets
- Demonstrating integrity by aligning commitments with actions
- Reliance on existing technologies or innovations with high technology readiness levels
- A focus on product stewardship to create value across the supply chain

The latest edition of Ball's Climate Transition Plan shows the progress made between our baseline year 2017 through 2024 and is forward-looking, explaining how we plan to meet our targets by 2030 and beyond. It also offers an assessment of the technologies that are well positioned to support our decarbonization targets, and those for the entire aluminum sector.

Our purpose is clear: to unlock the infinite potential of aluminum to advance a world free from waste. And our strategy has circularity at its core. Circularity is our competitive advantage, our decarbonization lever and a means of creating value beyond sustainability and regulatory compliance. Circularity, efficiency and electrification enhance supply chain resilience, security of supply and competitiveness, while providing greater control over costs and regional value creation.

Visit • Ball's Climate Leadership page to find the entire report.

Progress Against 2030 GHG Reduction Target

Ball aims to reduce its total Scope 1, 2 and 3 GHG emissions 55% by 2030 from a 2017 baseline. We are encouraged by the progress we have achieved so far. As of year-end 2024, Ball's absolute Scope 1 & 2 GHG emissions have been reduced by 48%, and Scope 3 emissions by 18%. This is equivalent to 2 million metric tons of emissions saved. We are determined to make further progress by leveraging aluminum's extraordinary properties and Ball's position as the world's leading provider of innovative, sustainable aluminum packaging.