TO OUR FELLOW STAKEHOLDERS,

2023 showcased the resolve of our people, the resiliency of our products, and the fundamental strength of our operations. The past year set the stage for Ball to reinforce our commitment to create measurable value and advance sustainability through the delivery of scalable, low-carbon aluminum packaging solutions.
Defining our next chapter

2023 presented an opportunity for us to clearly derivate who we are as a focused aluminum packaging sustainability leader with an expansive product portfolio. Our recently completed sale of the aerospace business, for approximately $5.6 billion, enables beneficial outcomes for all stakeholders. The sale defines the next stage in the aerospace team’s journey and optimally positions the business to continue delivering exceptional products and programs for mission-critical customers. We have already begun to utilize the estimated $4.5 billion of net proceeds from the divestiture to pay down approximately $2 billion in debt, repurchase roughly $2 billion in stock and take other incremental actions to strengthen our balance sheet. Moving beyond the transaction, strong cash flow from our global packaging operations will enable us to engage in multi-year share repurchases—along with actions intended to strengthen and advance the value chain for circular aluminum packaging—while enabling greater operational efficiency and innovation throughout our global manufacturing footprint to provide the best value proposition for our customers.

Specifically, we will leverage our expansive product portfolio to listen to and serve the needs of our beverage, personal and home care products customers as they seek more innovative and sustainable packaging solutions. We will focus on operational excellence and efficiency to serve our customers and shareholders better and we will improve working capital management, streamlined organizational complexity, and utilize proceeds from the completed aerospace sale to accelerate delivering long-term return value to shareholders.

We are a strong, 144-year-old organization, founded through entrepreneurship, with a culture grounded in relationships by actively listening to our customers’ needs and partnering with them to make a difference. As we look ahead, we will continue prioritizing value creation to positive EVA® returns by growing earnings, managing costs, gaining efficiencies and delivering exceptionally high quality and circular products that address our customers’ sustainability goals and the world’s challenges.

Unlocking value for those who count on us

Through the lens of a new enterprise-wide strategy, we are focused on delivering an unmatched value proposition for our customers and compounding returns for our shareholders. By accelerating our own decarbonization, driving a spirit of innovation throughout our value chain, relentlessly focusing on continuous process and production improvements, and targeting initiatives that unlock efficiencies and deliver profitable growth, Ball is and will continue to be a leading value creator in the global packaging industry.

Collectively, our global businesses are focused on leveraging aluminum’s inherent properties of recyclability and unmatched durability to deliver packaging sustainability leader with an expansive product portfolio. Our recently completed sale of the aerospace business, for approximately $5.6 billion, enables beneficial outcomes for all stakeholders. The sale defines the next stage in the aerospace team’s journey and optimally positions the business to continue delivering exceptional products and programs for mission-critical customers. We have already begun to utilize the estimated $4.5 billion of net proceeds from the divestiture to pay down approximately $2 billion in debt, repurchase roughly $2 billion in stock and take other incremental actions to strengthen our balance sheet. Moving beyond the transaction, strong cash flow from our global packaging operations will enable us to engage in multi-year share repurchases—along with actions intended to strengthen and advance the value chain for circular aluminum packaging—while enabling greater operational efficiency and innovation throughout our global manufacturing footprint to provide the best value proposition for our customers.

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increasing the level of transformation possible to attain a 55% reduction in absolute greenhouse gas emissions across our entire partner value chain and achieve net zero carbon emissions between 2040 and 2050. Additionally, we remain committed to the Aluminum Stewardship Initiative (ASI) in support of reaching our Climate Transition Plan priorities and 2030 targets for reducing energy use and water consumption.

Across our value chain, we are collaborating with our partners to ensure these solutions are integrated in truly beneficial ways, while simultaneously building our sustainability commitments. Last year, in close collaboration with a key customer, we launched a U.K. trial designed to reduce supply chain carbon emissions and test the use of hydrotreated vegetable oil (HVO) part-fuel vehicles. These HVO vehicles are an increasingly important part of the beverage industry’s value network, and, in our own, in Europe. We believe that allocating our spend with diverse suppliers creates a competitive advantage for our company and has a positive impact on the communities where we operate. At one example, last year, our procurement teams partnered with Elevance Advanced Materials, Inc. (EAM) and Granger Industrial Supply, Inc. by entering into a partnership to ensure these solutions are integrated in truly beneficial ways, while simultaneously building our sustainability commitments. Across our global organization, we are implementing practices and policies that create welcoming environments where our people thrive and feel fully empowered to contribute in ways that uniquely represent who they are. We are determined to achieve gender balance across company leadership by 2030 and continue to encourage women to explore careers in manufacturing. Additionally, we will continue to advance our workforce in ways that mirror the communities in which we live and operate. Across our value chain, we are collaborating with our partners to ensure these solutions are integrated in truly beneficial ways, while simultaneously building our sustainability commitments.

As a dedicated aluminum packaging organization, we are embracing an enduring long-term value creation strategy through what we do best through scalable and repeatable actions that have served our organization well for more than a century—distinct actions that define the Ball way of doing business. In an economic environment where value growth is increasingly difficult to capture, we are focused on running our businesses as efficiently as possible and innovating in unique ways to best address the immediate and future needs of the communities in which we live and operate. As part of our focus on operational excellence, we are regularly assessing our manufacturing operations for opportunities to reduce energy use and water consumption. Additionally, we remain committed to the Aluminum Stewardship Initiative (ASI) in support of reaching our Climate Transition Plan priorities and 2030 targets for reducing energy use and water consumption. We are innovators at heart and, through our solutions-oriented mindset, we are devising new ways to make a meaningful impact. Just last year in South America, we launched the first ever called solar-powered BOOMERANG™ bottles in Brazil on the cans, thereby improving the contamination of aluminum cans and have continued expanding the system to new regions and goals across the country. Last year, BOOMERANG machines were installed in hotel and convention center locations, as well as our Ball corporate headquarters, to further promote the circularity of aluminum and the immense potential of closed-loop recycling.

SUCCESS DEFINED BY OUR PEOPLE

At Ball, we believe that real leadership begins with our people, and we remain committed to creating an inclusive workplace culture that allows for meaningful careers and full engagement in our purpose. Since our inception, our people have remained the bedrock of our success and longevity—and the powerhouse through which we innovate, compete and thrive in a rapidly changing world. As a result, we remain focused on achieving our 2030 social sustainability goals and are committed to ensuring our teams reflect the diversity of the communities in which we live and operate.

Looking ahead

With a recalibrated strategy to guide us forward and a 55% reduction in absolute greenhouse gas emissions and water as our North Star, we remain focused on achieving our 2030 social sustainability goals and are committed to ensuring our teams reflect the diversity of the communities in which we live and operate. As one example, last year, our procurement teams partnered with Elevance Advanced Materials, Inc. (EAM) and Granger Industrial Supply, Inc. by entering into a partnership to ensure these solutions are integrated in truly beneficial ways, while simultaneously building our sustainability commitments. Across our global organization, we are implementing practices and policies that create welcoming environments where our people thrive and feel fully empowered to contribute in ways that uniquely represent who they are. We are determined to achieve gender balance across company leadership by 2030 and continue to encourage women to explore careers in manufacturing. Additionally, we will continue to advance our workforce in ways that mirror the communities in which we live and operate. As part of our focus on operational excellence, we are regularly assessing our manufacturing operations for opportunities to reduce energy use and water consumption. Additionally, we remain committed to the Aluminum Stewardship Initiative (ASI) in support of reaching our Climate Transition Plan priorities and 2030 targets for reducing energy use and water consumption. We are innovators at heart and, through our solutions-oriented mindset, we are devising new ways to make a meaningful impact. Just last year in South America, we launched the first ever called solar-powered BOOMERANG™ bottles in Brazil on the cans, thereby improving the contamination of aluminum cans and have continued expanding the system to new regions and goals across the country. Last year, BOOMERANG machines were installed in hotel and convention center locations, as well as our Ball corporate headquarters, to further promote the circularity of aluminum and the immense potential of closed-loop recycling. Last year, Ball received a perfect score on the Disability Equality Index (DEI)—a reflection of the meaningful progress we have made in building a culture that enables employees with differs abilities to support our global goals and vision for the future. Last year, Ball was included on the Bloomberg Gender Equality Index (GEI), which serves as further testament to our demonstrated transparency and action related to achieving gender equality across our leadership and talent pipelines. We understand that our success is shaped by the communities that sustain us, and we believe that doing good by our employees is as critical as performing well. In 2023, every regional team came together to make a positive impact in the communities where we live and work. Collectively, our employees donated more than $18,000 volunteer hours for our communities by participating in more than 100 events in 19 countries.

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